

Each

Annual Report
2024–25



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Artwork by
Marcus Lee.

Acknowledgement of Country

We acknowledge the Traditional Custodians of the lands, skies and waterways and pay our respects to Elders past, present and emerging.

We acknowledge all Aboriginal and Torres Strait Islander people and acknowledge their culture, heritage and right to self-determination.

We recognise that sovereignty was never ceded. We acknowledge the continuing effects of colonisation, and through our work and conduct are accountable to the goals of National Reconciliation and Closing The Gap.

We are indebted to the Aboriginal and Torres Strait Islander staff, past and present, who have contributed their knowledge and skills to this organisation and the communities we serve.

CEO and Chair message

At Each, we believe in Altogether Better Care. Especially for those whose health and wellbeing are shaped by forces beyond their control.

But belief alone isn't enough. The not-for-profit sector continues to operate within funding arrangements that are widely recognised – by both government and the sector – as unsustainable.

Like many organisations, Each is experiencing significant challenges due to restrictions within funding agreements. These challenges aren't new and are well documented.

The Paying What It Takes report (2022), authored by Social Ventures Australia and the Centre for Social Impact, spotlights the systemic pressures within the sector. It underscores the persistent difficulty for non-profits in securing adequate funding for indirect costs and overheads. These are essential expenditures that enable us to operate effectively and deliver impact at scale.

In late 2024, the Federal Government released the **Not-for-Profit Sector Development Blueprint** – a ten-year roadmap co-designed with sector leaders. It recommends full-cost funding, multi-year contracts, transparent pricing, and a formal implementation body. These changes are essential to ensure organisations like Each can continue meeting growing community needs.

And the case for investment is clear. Supporting not-for-profits and community health organisations isn't just the right thing to do, it's smart economics. Keeping people well in their homes and communities is more cost-effective than treating preventable issues in hospital.





Against this challenging backdrop, Each has made deliberate and considered investments in our internal systems and processes to support our ambitious Each 2024-28 Strategy. These improvements will strengthen Each's ability to deliver impact and maintain sustainability in an increasingly complex operating environment.

Research and innovation are central to Each's 2024-28 Strategy. Our partnership with Monash University is helping us build internal research capability, strengthen our workforce, and co-design evidence-based care, ensuring our belief in Altogether Better Care is backed by impact.

We've sharpened our advocacy focus — elevating community-led calls for safer medication use, protections against business-related financial abuse, and culturally safe care to keep First Nations people out of the justice system. With a dedicated advocacy function in place, we've built visibility and influence across government and the care sector to help shift systems toward more person-centred, fair and responsive care.

In Australia, one in two people have a chronic condition – a figure that's expected to rise. Our **Health@Home Pathways** and **Right Care Better Health** programs in Victoria, and **My Care Partners** in New South Wales, help people stay healthy at home through one-on-one support, education, and coordination with other services and health professionals. As shown by a La Trobe University evaluation of the Health@Home Pathways program, these models of care ease pressure on the health system and improve lives.

We're also supporting improved access to mental health and alcohol and other drug care. **Better Connect** in Queensland and **Healthy Hub Connect** in New South Wales are building more coordinated, community-led support systems. The Better Connect consortium – launched in 2024 – supported over 5,000 people in its first year, showing how regional leadership can shape inclusive, responsive care.

In 2025, we launched a refreshed brand and website in response to what you had to say. We heard that while those who know us, love us; many still don't know who we are or how we can help them. People also shared that navigating the health system can feel like an additional layer of disadvantage. That's why we invested in a clearer, more accessible online experience – so finding the right support is easier, faster, and less overwhelming.

We've stepped forward with a stronger identity, letting go of the old, capitalised acronym and becoming **Each**. This is more than just a new look, it's part of our strategic plan to reach more people, reduce barriers, and connect people with care.

None of what we've achieved this year would be possible without the people behind Each. To our staff, volunteers, funders and partners – thank you. Your passion, your belief in better, and your deep care for others is what drives us forward. You show up every day for people who need you most, and that's what makes the difference.



Natalie Sullivan
CEO



Andrew Gosbell
Chair

Who we are

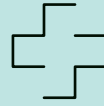
Each delivers altogether better care: care that's inclusive, responsive and grounded in what matters to people.

Our purpose is to deliver health and support services that improve lives and strengthen communities. We're creating a future where everyone has the power to live well.

For more than 50 years, we've supported individuals, families and communities across Australia through healthcare, mental health, and social support services.

We understand that many of the challenges people face – whether related to health, wellbeing or access to support – stem from factors beyond their control.

Disadvantage, discrimination and systemic inequity continue to shape people's lives in ways that demand support that is person-centred. That's why we tailor our support to meet people where they are, providing a range of wraparound services to help you live well.



Healthcare

Whether someone needs help with an ongoing health issue or wants support to stay well, Each's health professionals work together to provide care that truly makes a difference in their life.



Social support

Each's social support services can help people at home, connect them with their community or assist with practical needs.



Mental health

Mental health support looks different for everyone. Each is here to support people to build better mental and emotional wellbeing.

Our values



We care

We believe making change is possible for everyone.



We listen

We work with you and the people important to you, to build the right support.



We learn

We evaluate our actions and always seek to improve.



We deliver

We do what we say we're going to do.

Who we support

In the 2024-25 financial year:

 **More than 75,000** customers were supported across

 **more than 120** programs

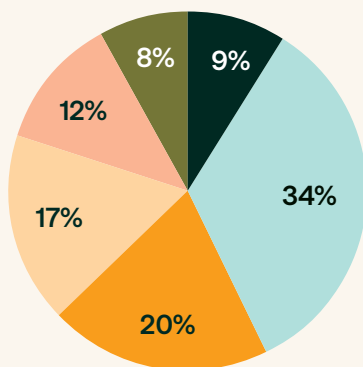
 **via more than 50** locations.

 **199,574** people visited our website

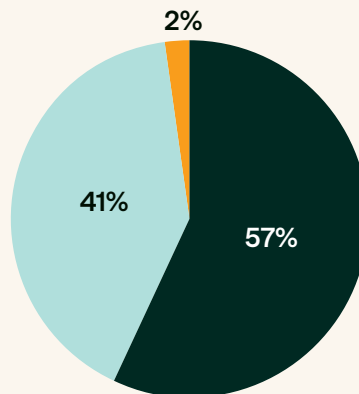
 **More than 73,000** enquiries were taken by our National Access and Intake Service

 **312,468** people saw our news and stories on Each social media channels (Facebook, Instagram and LinkedIn)

Our customers



■ under 18
■ 18-25
■ 26-35
■ 36-49
■ 50-64
■ 65 and over



■ Female
■ Male
■ Not stated



3% of our customers identify as being an Aboriginal and/or Torres Strait Islander.



Research and innovation

Partnering for better: A five-year collaboration with Monash University

Our partnership with Monash University's Rehabilitation, Ageing and Independent Living (RAIL) Research Centre is a bold step forward in delivering care that's informed, inclusive, and grounded in evidence.

Together, we're building a targeted research agenda to understand what works, improve what doesn't, and advocate for change, especially for people facing challenges beyond their control.

As part of this collaboration, we've welcomed Dr Deb Mitchell as Each's inaugural Senior Research Fellow. With deep expertise in healthcare leadership and a passion for person-centred care, Deb will lead our research efforts and create opportunities for clinicians to contribute to evidence-based practice.

We're also proud to host Monash nursing, midwifery, and allied health students in our new multidisciplinary clinical school, ASPIRE - A School of Practice, Innovation, Research and Education. These placements offer students hands-on experience in community health and give our teams the opportunity to shape the next generation of clinicians.

This partnership directly supports the goals of the [Each Strategy 2024–2028](#), reflecting our commitment to Altogether Better Care - care that's collaborative and future-focused.

Impact

Each's advocacy: using our voice to help people who need it the most

Since launching a dedicated advocacy and engagement function in late 2023, we've built momentum and strengthened our voice across government and the care sector. Over the past year, we've:

- ✔ Hosted **a briefing webinar** for Members of Parliament
- ✔ Delivered **two election campaigns**
- ✔ Made **three submissions to Government** and presented to a Parliamentary Hearing
- ✔ **Hosted six Federal MPs**, including the Federal Health Minister, on the 50 Years of Each bus
- ✔ Held **more than 20 meetings** with State and Federal MPs and Ministers
- ✔ Reached more than **1500 stakeholders** through our advocacy e-news
- ✔ Shared our calls for change with **12,000 followers on LinkedIn**
- ✔ Secured media coverage in The Age, Sydney Morning Herald, ABC Radio National, and 774AM

Through these efforts, we've had real impact. In 2024–25, our advocacy focused on three key campaigns that emerged from the unmet needs and experiences of the communities we work with:

- Supporting people to safely withdraw from sleep and anxiety medications
- Helping women trapped in business-related debt by abusive partners
- Offering trauma-informed, holistic care to keep First Nations people out of the justice system

Our advocacy on business-related financial abuse quite literally made the issue front page news and helped secure a Federal election commitment to fix government system loopholes – something we're now providing government advice on.

We've built new relationships across the AOD and primary care sectors, where there is shared concern over the rising harm linked to sleep and anxiety medication dependence.

The increasing use of black market or 'novel' medications, and related overdoses, is generating a groundswell of support for better responses—and our advocacy is helping lead that conversation.

Whilst advocacy takes time to create change, every campaign activity and conversation has helped move the dial closer to practical, person-centred reform; and made sure our communities are heard where decisions about them are being made.



Zoltan's path to Altogether Better Care

"If I can help make a positive change in just one person's life in a year, that makes the work I do worthwhile."

For over 13 years, Zoltan Almady, Alcohol and Drug Counsellor at Each has walked alongside people navigating some of life's toughest challenges. Starting as a support worker in mental health outreach, he's grown through Each, moving from mainstream mental health into complex care, and now supporting people through alcohol and drug counselling.

"Each gave me the flexibility and time to study while continuing to work in mental health,"

Zoltan shares.

With Each's support Zoltan pursued his passion, completing a master's in counselling and deepening his experience in alcohol and drug support. Today, he describes his role as a privilege, working with a team that's both knowledgeable and deeply supportive.

"The flexibility to grow and change has been amazing. Each was there to support me every step of the way."

Zoltan's journey reflects Each's commitment to altogether better care, where professional growth, work-life balance, and a shared mission to make a difference are more than values.

How Each became a lifeline for the Peng family



When the Peng family (pictured above) arrived in Australia in 2024, they faced significant challenges – limited English, no local connections, and complex health needs. After fleeing Myanmar and spending years in Malaysia, they were starting over with little support.

After a neighbour introduced them to Each, things began to change.

Each's dedicated refugee health program supports refugees, asylum seekers and people of refugee-like backgrounds build better health and settle well in Australia.

Our clinical and complex care team helped the family complete essential paperwork and secure a pension card for Fung Nei Men, who was unable to walk following a serious injury. We connected them with a dietitian and occupational therapist, and arranged a taxi card to improve mobility and access to services.

A dedicated help coach worked closely with the family, guiding them through unfamiliar systems and helping them build confidence in their new environment.

This support made a real difference. Daisy, who had paused her education to care for her mother, was able to return to study and is now enrolled at TAFE. The family is now more stable, connected, and optimistic about their future.



Finding strength in community

For Nexus (it/they), joining Each's Rural Rainbows program was a turning point. Growing up in a small town, Nexus faced bullying and isolation while exploring their identity. By high school, they were searching for connection and support.

Rural Rainbows – a free LGBTQIA+ peer support program for young people aged 12–25 in the Yarra Ranges – offered just that. It's a safe, welcoming space where participants can share experiences, build confidence and feel seen.

“When I first joined, I struggled with self-confidence and socialising,” Nexus shares. “But the group made me feel safe enough to open up.”

Through person-centred support, Nexus connected with peer supporters like Teddy, who offered practical advice and emotional encouragement. “Teddy helped me improve my situation at home and feel more connected to my space. It gave me tools to face challenges with resilience.”

Over time, Nexus rebuilt their confidence and sense of self-worth. They now volunteer with the program, supporting others who are navigating similar experiences.

“Participating in Rural Rainbows has changed my life for the better,” Nexus says. “I feel more confident, motivated and comfortable in myself.”



“...the group made me feel safe enough to open up.”

- Nexus, Rural Rainbows participant (pictured)

Helping older Australians stay independent

After losing his wife, John found himself facing grief, declining health and the daily challenges of living alone. At 80, even simple tasks like making the bed became exhausting. He didn't know where to turn, but he knew he couldn't do it alone.

That's when he connected with Each's Care Finder program.

From the start, John was met with warmth and understanding. Care Finder Coordinator Lisa took the time to listen, learn what mattered to him, and help him navigate the complexities of My Aged Care. Together, they applied for a Level 2 Home Care Package, giving John access to practical support at home.

John lives with peripheral neuropathy and emphysema, which make movement and breathing difficult. Lisa arranged for a support worker to assist with daily tasks, easing the physical strain and restoring a sense of independence.

“There's so much information out there – where do I go? Who do I turn to? Lisa points me in the right direction every time.”

John said.

With Each by his side, John is supported, confident and able to focus on what matters most: his wellbeing.



Evidence shows person-centred care works

Chronic conditions are one of the leading causes of preventable hospitalisations in Australia, accounting for nearly half of all cases. With an ageing population, this number is expected to rise.

For many people, the journey between hospital and home is fragmented. While clinical symptoms are often treated, broader factors like low health literacy, mental health challenges, social isolation, and financial stress are frequently left unaddressed. These gaps can lead to repeated, avoidable hospital visits and poorer health outcomes.

At Each, we believe in wrapping care around the person, not just the condition. In 2024–25, we supported people with chronic conditions through three innovative programs that shared a common goal: to help people live well, on their terms:

- **My Care Partners** launched in South West Sydney in 2024, funded by South Western Sydney PHN, provides coordinated, person-centred support with people's GP and other health professionals.
- **Right Care Better Connect**, funded in Victoria by Eastern Melbourne PHN, expanded from five to fourteen GPs working alongside Each to support people in their communities.
- **Health@Home Pathways**, delivered in partnership with Eastern Health, was independently evaluated by La Trobe University and found to bridge the gap between acute care and community health.

In these services Each nurses work one-on-one to support people to manage their chronic conditions by:

- Building people's confidence and skills to manage their own health.
- Reducing barriers to care and connect people with the right clinical and social supports.
- Strengthen relationships with GPs and other specialist providers.
- Ensure timely escalation to the right care, in the right place.



“It’s a big adjustment when someone is diagnosed with a chronic condition – and then they’re expected to navigate a complex health system on top of that,”

says Trechelle Herington,
Team Leader and Senior Project Lead,
Chronic Disease at Each.

“Taking the time to listen, support them, and link them with services can make a real difference.”

Andrea McDougall, Manager of Primary Care at Each,
agrees:

“People with chronic disease often face complex social challenges too. They can feel alone. It takes courage to engage with our nurses, and they value knowing someone genuinely cares.”

The impact is backed by evidence. La Trobe University’s evaluation of Health@Home Pathways found visits to hospital emergency departments and hospital admissions dropped significantly during and after the program. This reduction of avoidable hospital visits generated savings of up to \$7.3 million – a \$13 saving to the healthcare system for every \$1 spent on our Health@Home.

“By placing patient needs at the forefront and providing tailored support and education for self-management, our goal is to continually improve health outcomes and quality of life while bridging the gaps between healthcare sectors.”

says Trechelle

Expanding services like these is essential to improving outcomes for people with chronic conditions and reducing pressure on the health system.

Better Connect: Driving regional mental health reform

Better Connect began in October 2024 as part of Country to Coast QLD PHN's work to reshape mental health, alcohol and other drug, and suicide prevention services across Central Queensland, Wide Bay and the Sunshine Coast.



Delivered by a consortium of nine partners and lead by Each, Better Connect is making it easier for people to find the right support and helping services work better together. In its first year, it supported over 5,000 people, delivered nearly 29,000 sessions of care, and connected 792 First Nations clients with care.

This work builds on reform already underway in New South Wales through **Healthy Hub Connect**, another Each-led consortium focused on improving access and integration across the mental health system.

Better Connect is building a more inclusive, responsive system that reflects the needs of local communities. It complements national reform efforts and shows how regional leadership can drive real change. It's not just improving access – it's helping shape a future where care is coordinated, community-led and fit for purpose.



Acknowledgment of funding support

We acknowledge the Federal, State and Local Governments and partner organisations who fund the services we deliver across Australia, including:

We acknowledge and thank the partnering health, community and advocacy organisations who collaborate with us to build healthy communities.



An Australian Government Initiative



Financial Summary

Our financial outcome this year is a deficit of \$9.690m. For full details please see our 2024/25 Financial Statements on the publications page at www.each.com.au.

	2023/24	2024/25
Revenue from Operations	157,464,855	173,391,526
Non Operating Income	4,656,010	3,738,662
Capital Grants	3,109,020	1,796,262
Total Revenue	165,229,885	178,926,450
Total Expenses	(166,975,861)	(188,616,704)
Surplus / (Deficit)	(1,745,976)	(9,690,254)
Other Comprehensive Income	293,652	134,152
Total Comprehensive (Loss) attributable to Members of the Entity	(1,452,324)	(9,556,102)

Assets

Cash and Liquid Investments	33,257,153	28,513,126
Property, Plant & Equipment	59,382,898	58,838,542
Other assets	25,344,554	25,977,111
Total Assets	117,984,605	113,328,779

Liabilities

Trade and Payables	8,209,672	8,809,988
Provisions	20,998,492	22,974,456
Other Liabilities	21,189,177	23,513,173
Total Liabilities	50,397,341	55,297,617
Net Assets	67,587,264	58,031,162

Each



Contact us

We're here to make a difference for those who need us most – putting you at the centre of your care, wrapping around you with a network of health and support services.

 1300 003 224

 each.com.au

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