QAIHC

Queensland Aboriginal and Islander Health Council

ANNUAL REPORT 2026

Acknowledgement

We acknowledge and wholly support all Traditional Owners for their continuing connection to this country and their communities. We recognise their continuing connection to these lands and waters, and thank them for protecting this country and its ecosystems since time immemorial. We pay respect to them and to their Elders past, present and emerging.

Artwork: Graphic elements from *A Journey to QAIHC, Chern'ee* © 2025.

QAIHC
Queensland Aboriginal and Islander Health Council

The Queensland Aboriginal and Islander Health Council (QAIHC) is a public company that is limited by guarantee. QAIHC is registered as a charity with the Australian Charities and Not-for-profits Commission. The responsibility for this annual report rests with QAIHC.

Chairperson: Dorothy Smith
Acting Chief Executive Officer: Paula Arnol
ABN: 97 111 116 762
Auditor: Mazars Audit (QLD) Pty Limited
Report Period: 1 July 2025 to 30 June 2026

We view sustainability as a way of doing business. We respect the Earth and our forests as well as our staff, suppliers, local communities and our Members. This report has been printed on ecoStar+, an environmentally responsible paper. ecoStar+ has been made Carbon Neutral and the fibre source is FSC (CoC) Recycled certified. ecoStar+ is manufactured from 100% post consumer recycled paper in a process chlorine free environment under the ISO 14001 environmental management system.

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Who we are

The Queensland Aboriginal and Islander Health Council (QAIHC) is a leadership and policy organisation. QAIHC was established in 1990 and is the peak organisation representing all Aboriginal and Torres Strait Islander community-controlled health organisations (ACCHOs) in Queensland at both a state and national level.

Our Vision

From now to next, Queensland Aboriginal and Torres Strait Islander people and communities are healthy, strong, and self-determining, supported by a unified, locally led, and culturally responsive health sector that partners in a sustainable and equitable system.



Our Values

QAIHC's organisational values are: Members first, excellence, integrity and adaptability

Our Purpose

To provide collective leadership that advances community control, strengthens the community-controlled health sector, and achieves equity in health and wellbeing.

Our Goals

QAIHC will lead and support the ACCHO sector to provide better outcomes for their communities by:

- leading health system reform across Queensland;
- engaging with Members, partners and key stakeholders to influence and shape the development of key health policy and planning reform across the sector;
- implementing Aboriginal and Torres Strait Islander self-determination within QAIHC, enabling resilient cultural identity and connection to our Members and communities;
- reforming investments to support equitable access to quality comprehensive primary health care services across Queensland; and
- co-design with Members a robust framework for future pandemics and climate change impacts.



About this Report

The intent of this Annual Report is to tell the story of what we do, why we do it, and how our work provides support and assistance to our Members who work tirelessly to improve the health and wellbeing of Aboriginal and Torres Strait Islander people in Queensland.



This year's report outlines the achievements of QAIHC, including our financial results. This annual report is primarily aimed at the following audiences:

- The organisations we serve — our Members;
- Federal and State government and non-government partners who provide funding and much needed in-kind support;
- Stakeholders who provide support to the organisations we serve;
- Employees of QAIHC who provide high-quality, professional advice and services to our Members.



A message from our Chairperson



The 2025–26 year has been an important period of transition, planning and future-focused leadership for QAIHC. Throughout the year, the Board of Directors remained focused on providing strategic oversight and stewardship while ensuring QAIHC continued to represent, influence and advocate for ACCHOs across Queensland.

As the health system continues to evolve, the Board has remained committed to positioning QAIHC as a strong and influential peak body capable of leading reform, strengthening partnerships and advancing health equity for our people.

A key priority was ensuring QAIHC is well positioned for the future. The Board oversaw development of the *QAIHC Strategic Plan 2026–2029* and *Business Plan 2026–2027*, providing a clear pathway from vision to delivery. Building on the *QAIHC Ten-Year Blueprint 2024–2034*, the Strategic Plan is centred on member experience, advocacy, sustainable services, and organisational culture and capability. Together, these plans strengthen the connection between long-term direction, annual priorities and Board oversight.

This work marks a shift from planning to implementation and from now to next. Our focus is on ensuring QAIHC has the strategic clarity and foundations to support a strong sector and a strong health system. Our direction remains grounded in self-determination, strong community control and lasting health equity for Aboriginal and Torres Strait Islander peoples.

The Board continued to champion meaningful Aboriginal and Torres Strait Islander participation in health reform and decision-making. QAIHC contributed to state and national discussions on reform, accountability and future investment in community-controlled health services, ensuring Member voices remain central to decisions affecting our communities.

On behalf of the Board, I thank our Members for their leadership, trust and commitment to improving the health and wellbeing of Aboriginal and Torres Strait Islander peoples across Queensland.

I also acknowledge QAIHC staff, partners and stakeholders for their contribution throughout the year.

A significant milestone is the appointment of Mr Kieran Chilcott as QAIHC's incoming Chief Executive Officer following a rigorous recruitment process. Kieran brings extensive leadership and governance experience, a strong understanding of QAIHC and its Members, and a longstanding commitment to the community-controlled sector. The Board looks forward to welcoming him in late November 2026 and working together to deliver the next stage of QAIHC's strategic journey.

I also acknowledge Paula Arnol for her leadership, dedication and service as Acting Chief Executive Officer. On behalf of the Board, I thank Paula for her commitment to QAIHC, our Members and the sector, and for supporting a smooth leadership transition.

As we look ahead, the Board remains committed to strong stewardship, meaningful member engagement and sustained advocacy. Together, we will continue working towards a stronger community-controlled health sector, a stronger health system and better health outcomes for our people.

Dorothy Smith,
QAIHC Chairperson

A message from our CEO



The 2025–26 year has been one of significant activity, transition and preparation for the future. Throughout the year, the QAIHC Secretariat continued working alongside our Members, governments and partners to strengthen Queensland's ACCHO sector and advance health equity for our people.

Two priorities shaped much of our work: strengthening the sector's workforce and positioning Members to influence and benefit from health reform, strategic investment and emerging regional opportunities.

Our Members consistently reinforced that workforce remains one of the greatest determinants of service sustainability and health outcomes. The ability to attract, develop and retain a skilled, culturally grounded workforce directly affects the capacity of Member Services to meet community need across Queensland.

In response, QAIHC made a deliberate commitment to workforce development and support. At 30 June 2026, the Indigenous Health Workforce Traineeships Program supported 204 active enrolments across all 33 QAIHC Members and 10 qualifications. The First Nations Health Worker Traineeship Program supported 149 Aboriginal and Torres Strait Islander Health Worker and Health Practitioner trainees across 23 ACCHOs in Queensland, making Queensland the largest participating jurisdiction nationally.

These figures represent careers being built, stronger service capability and greater community access to practitioners who understand culture and local need.

Our investment extended across the workforce pipeline. In partnership with Griffith University, QAIHC established the Executive Indigenous Leadership Program to strengthen executive capability, succession planning and long-term sector leadership. The Queensland ACCHO Workforce Alliance created a platform for Members to identify shared priorities, influence future investment and shape practical responses to workforce challenges.

This work was complemented by support for quality improvement, accreditation, professional development, communities of practice and sector networks. A significant milestone was the completion and Board endorsement of the QAIHC ACCHO Sector Orientation Learning Resource, developed with support from the Royal Australasian College of Physicians. This free, online, self-paced resource draws on the knowledge and experience of 19 Aboriginal and Torres Strait Islander sector leaders and founders across five structured modules. It preserves important sector knowledge and strengthens the cultural capability and preparedness of doctors, trainees and other health professionals entering the ACCHO sector. Together, these initiatives reflect QAIHC's sustained commitment to workforce strengthening as a key enabler of Members' day-to-day service delivery.

Our second major focus was positioning Members to influence and benefit from health reform. Changes in government structures, leadership and policy priorities required QAIHC to remain agile while maintaining trusted relationships and genuine partnerships with governments, funders and sector stakeholders.

A significant component of this work involved contributing to implementation of the *National Health Reform Agreement 2026–2031 and Schedule B — Better Health Outcomes for Aboriginal and Torres Strait Islander People*. QAIHC also supported work associated with the independent Aboriginal and Torres Strait Islander Monitoring and Accountability Group and jurisdictional partnership

arrangements. Our focus has been on strong formal partnerships, meaningful Aboriginal and Torres Strait Islander leadership in reform, and clear accountability for improved health outcomes.

QAIHC also contributed to national discussions supporting Priority Reform Two of the National Agreement on Closing the Gap. Progress towards increasing the proportion of government-funded Aboriginal and Torres Strait Islander programs and services delivered through community-controlled organisations creates important opportunities for Members and communities. We advocated for these opportunities to be developed in genuine partnership and supported by sustainable investment and appropriate governance.

We also worked to strengthen regional capability and position Members for future investment and service delivery opportunities. Our advocacy reinforced that community-controlled organisations are not simply stakeholders in reform. They are essential partners in identifying priorities, shaping investment, governing implementation and delivering services.

Like many organisations, QAIHC navigated workforce vacancies, changing government priorities and increasing expectations. While not every planned activity progressed to the extent intended, the Secretariat remained focused on supporting Members, meeting commitments to funders and partners, and directing effort towards priorities identified through Member engagement. Some of this work was less visible, but it strengthened the foundations needed for future opportunity.

Throughout this period, the Secretariat maintained QAIHC's core commitments while adapting its focus and resources to areas where we could create the greatest strategic and practical value. I acknowledge our staff for their professionalism, resilience and commitment during a demanding year, and for continuing to deliver across our funded responsibilities and broader sector role.

I thank our Members for continuing to deliver essential care in complex environments while sharing their priorities and expectations with us. I also acknowledge the QAIHC Board for its guidance and governments, funders and partners for working alongside us. The achievements throughout this report reflect a shared commitment to stronger services and better outcomes for our communities.

As I conclude my tenure as Acting Chief Executive Officer, I do so with confidence in QAIHC's future. The organisation enters its next chapter with clear strategic direction, stronger foundations and a renewed focus on delivering value for Members and communities. While much work remains ahead, I am optimistic about what comes next.

Together, we will continue working towards a future where Aboriginal and Torres Strait Islander peoples have equitable access to high-quality, culturally safe, community-controlled health care, and where our sector is recognised, resourced and supported as a critical partner in achieving lasting health equity.

Paula Arnol
Acting Chief Executive Officer, QAIHC

Our Members

As a formal membership organisation, QAIHC looks after the needs and interests of its Members. The ongoing support and engagement of our Members are fundamental to QAIHC's work and continued success.

Members

Members have important rights that enable them to participate in QAIHC's governance and decision-making. These rights are set out in the Constitution.

The Constitution establishes two membership categories: Full Members and Regional Members. Both are entitled to appoint a Delegate and to speak and vote at general meetings. Through these processes, Members help shape QAIHC's direction and contribute to key decisions affecting the organisation.

Aboriginal and Torres Strait Islander Community Controlled Health Organisations (ACCHOs) are grounded in self-determination and accountability to the communities they serve. An ACCHO:

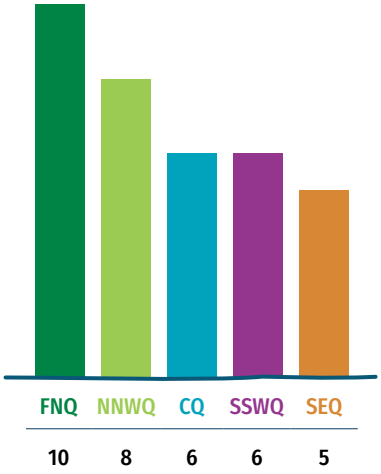
- is an independent, not-for-profit organisation incorporated as an Aboriginal and/or Torres Strait Islander organisation;
- was initiated by, and is controlled and operated by, Aboriginal and/or Torres Strait Islander peoples, recognising their right to self-determination;
- is based in a local Aboriginal and/or Torres Strait Islander community or communities;
- is governed by a majority Aboriginal and/or Torres Strait Islander Board elected by members of the local community or communities it serves, with decision-making authority resting with that Board; and
- delivers services that build strength and empowerment among Aboriginal and/or Torres Strait Islander peoples and communities.

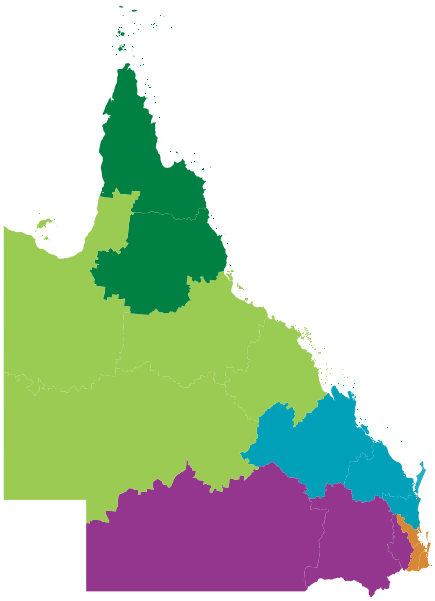
Eligibility for QAIHC membership is determined in accordance with the requirements of the QAIHC Constitution.

QAIHC Regional Snapshot

QAIHC has five defined regions that are contained in the Constitution and were determined by Members after a long consultation process. Each region consists of five to 10 full Members, as shown on the map opposite with demographic data included below.

QAIHC Region by number of Full Members (35)





Regional Statistics / Population Table

QAIHC Region	Indigenous	Non-Indigenous	Total Population	Indigenous % of the Total Population	% of the QLD Indigenous Population
South East Queensland	103,613	3,223,812	3,327,425	3.1%	37.9%
Far North Queensland	51,206	238,916	290,122	17.6%	18.7%
North and North West Queensland	48,720	413,660	462,380	10.5%	17.8%
Central Queensland	45,799	774,807	820,606	5.6%	16.8%
South and South West Queensland	23,781	291,500	315,281	7.5%	8.7%
Sub Total	**273,119**	**4,942,695**	**5,215,814**	**5.2%**	**100%**

Data Source: *Australian Bureau of Statistics. (2021, June 30). Estimates of Aboriginal and Torres Strait Islander Australians. ABS. Accessed: 4/9/2025 https://www.abs.gov.au/statistics/people/aboriginal-and-torres-strait-islander-peoples/estimates-aboriginal-and-torres-strait-islander-australians/latest-release.*

FAR NORTH QUEENSLAND

apunipima CAPE YORK HEALTH COUNCIL

Gindaja Treatment & Healing Indigenous Corporation

Gurriny Yealamucka HEALTH SERVICES ABORIGINAL CORPORATION

MAMU HEALTH SERVICE LIMITED

Mookai Rosie Bi-Bayan

MULUNGU Aboriginal Corporation PRIMARY HEALTH CARE SERVICE

NPA FAMILY & COMMUNITY SERVICES Aboriginal and Torres Strait Islander Corporation

Torres Health BETTER HEALTH TOGETHER

Wuchopperen HEALTH SERVICE LTD

Northern Aboriginal & Torres Strait Islander Health Alliance

NORTH AND NORTH WEST QUEENSLAND

ATSICHS MACKAY LTD Aboriginal & Torres Strait Islander Community Health Service Mackay Ltd.

Gidgee Healing

GIRUDALA Community Co-operative Society Ltd

INJILINJI Aboriginal & Torres Strait Islander Corporation for Children & Youth Services

Ngarnal ABORIGINAL COMMUNITY CONTROLLED HEALTH SERVICE est 2025

MUDTH-NIYLETA WALKING FORWARD LOOKING BACK PAST - PRESENT - FUTURE

Palm Island COMMUNITY COMPANY

TAIHS Townsville Aboriginal & Islander Health Service

CENTRAL QUEENSLAND

BIDGERDII COMMUNITY HEALTH SERVICE

Galangoor Dunalami Primary Healthcare Service

IWC™

NHULUNDU HEALTH SERVICE

MANNGOOR DJA Aboriginal Health Services

SOUTH AND SOUTH WEST QUEENSLAND

Carbal Medical Services

CWAATSICH Charleville and Western Areas Aboriginal and Torres Strait Islander Community Health Limited

CRAICCHS CHERBOURG REGIONAL ABORIGINAL & ISLANDER COMMUNITY CONTROLLED HEALTH SERVICES

goondir health services

In unity we walk as one

Cunnamulla Aboriginal Corporation for Health

better health, better living, longer life

Goolburri Aboriginal Health Advancement Co. Ltd.

SOUTH EAST QUEENSLAND

ATSICHS BRISBANE

IUIH Institute for Urban Indigenous Health

KALWUN

kambu Aboriginal & Torres Strait Islander Corporation for Health

Yulu-Burri-Ba Aboriginal Corporation for Community Health

Our Board

The QAIHC Board of Directors consists of up to nine directors including an elected Chairperson and Deputy Chairperson, five QAIHC Regional Directors, and up to two Independent Directors.

Board of Directors (2025-2026)



Dorothy Smith
Chairperson



Andrew Malcolm
Deputy Chairperson
Appointed 27/11/2025 to fill casual vacancy, previously serving as FNQ Regional Director.



Joy Savage
Regional Director Far North Queensland
Appointed 13/5/2026 to fill casual vacancy.



Rachel Atkinson
Regional Director North & North West Queensland
Appointed 27/11/2025 to fill casual vacancy, previously serving as Deputy Chairperson.



Matthew Cooke
Regional Director Central Queensland



Elizabeth Adams
Regional Director South & South West Queensland



Renee Blackman
Regional Director South East Queensland
Ms Blackman's resignation was accepted 25/06/2026. The position is currently vacant.

Board responsibilities

The Board of Directors oversees the work of the Secretariat and monitor the Constitution to ensure that the rules are being followed. They also make recommendations on issues concerning membership, identify and clarify policy issues, and oversee the Strategic Plan.

The Board of Directors are also responsible for the appointment of the CEO, setting performance expectations, and providing advice and guidance to the CEO.

Board meetings

During the financial year, attendances by each director were as follows:

Director	Eligible Board Meetings	Board Meetings Attended
Dorothy Smith	9	8
Andrew Malcolm	9	9
Joy Savage	2	2
Rachel Atkinson	8	7
Matthew Cooke	8	2
Elizabeth Adams	8	5
Renee Blackman	8	7

Our Governance

QAIHC's Board of Directors provides the leadership, frameworks and policies that underpin effective governance, strong relationships and accountability across our organisation. Good governance remains embedded in the practices that guide the QAIHC Secretariat to work openly and effectively, particularly through a period of ongoing state and national change.

Guided by our constitutional objects, the Board works to ensure our peak organisation has a strong, secure and sustainable future, representing and responding to the needs of Aboriginal and Torres Strait Islander community-controlled health services; supporting the delivery of holistic, culturally appropriate health services; advancing the social determinants of health; delivering education and training; and advancing Aboriginal and Torres Strait Islander culture to sustain community health and wellbeing.

Over the past 12 months, the Board has:

- overseen continued implementation of QAIHC's 10-year Blueprint;
- published our 2026–29 Strategic Plan, setting a clear direction and priorities for the years ahead;
- re-introduced two Board sub-committees to strengthen oversight and decision-making;
- engaged Members and stakeholders in shaping our strategic direction and reported back at the Annual General Meeting;
- monitored organisational performance against our strategic and business plans and budget;
- maintained the policy, ethical and corporate governance framework guiding the organisation;
- overseen the CEO's performance and compliance with our obligations and legislation; and
- assessed organisational risk and evaluated its own effectiveness as a Board.

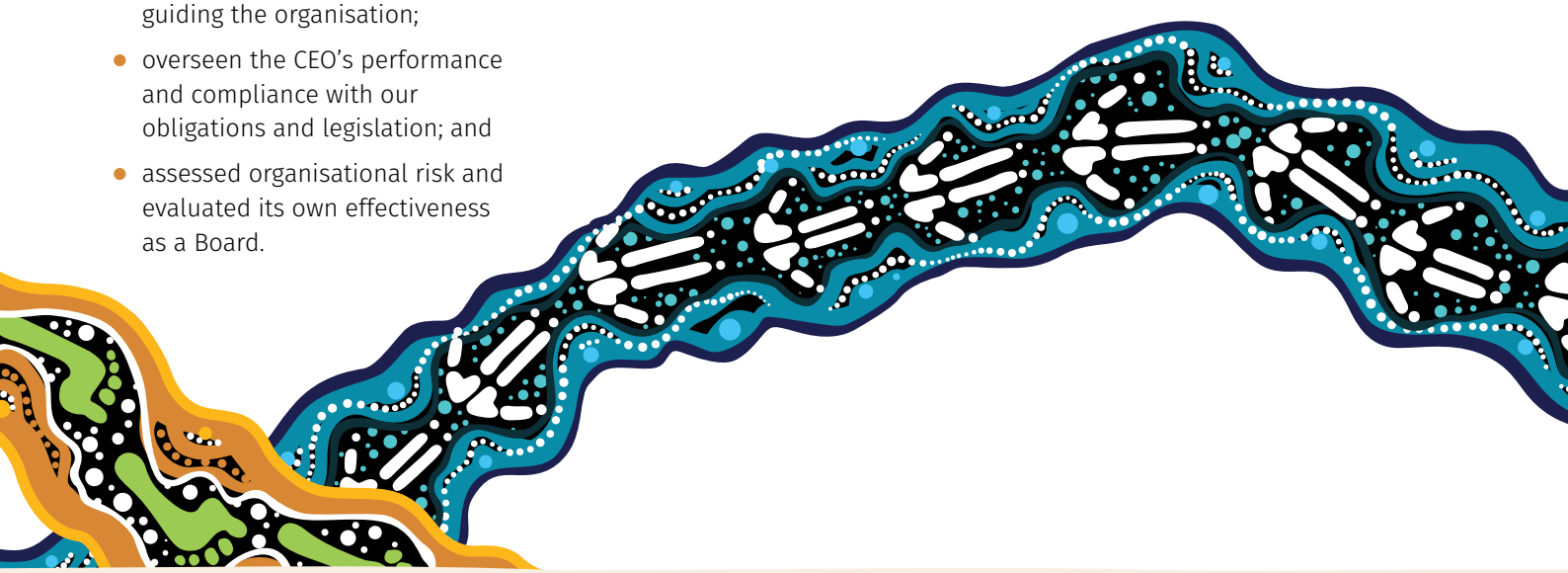
Our Board Sub-committees

Governance and Remuneration Sub-Committee

This Sub-Committee supports the Board with its governance responsibilities and makes recommendations on governance policy, Board capability, Board and committee performance, the CEO performance framework, succession planning and Director remuneration. It helps ensure QAIHC maintains a robust and effective process for evaluating the performance of the Board and its sub-committees, supports ethical and legally compliant governance, and provides disciplined oversight of remuneration matters requiring Board or Member consideration.

Finance, Risk and Audit Sub-Committee

This Sub-Committee supports the Board with its financial management, financial sustainability, risk management, internal controls, audit and regulatory compliance responsibilities. It assists the Board to safeguard the integrity of QAIHC's financial statements and reporting, oversee the internal and external audit process, and manage risk across the organisation, providing the Board with independent assurance that QAIHC's resources are well managed and its risks appropriately controlled.



Our Organisation

The Queensland Aboriginal and Islander Health Council (QAIHC) is the peak representative body for the Aboriginal and Torres Strait Islander community-controlled health organisation (ACCHO) sector in Queensland. For more than 36 years, QAIHC has provided leadership, advocacy and support to a sector founded on community control and self-determination.

Our Members are dedicated to improving the health and wellbeing of Queensland's Aboriginal and Torres Strait Islander peoples and their communities. Through more than 80 clinics across Queensland, ACCHOs deliver holistic, culturally safe comprehensive primary health care, including treatment, prevention, early intervention, rehabilitation and recovery services.

Our Role

QAIHC works to support, strengthen and expand the sector's capacity to deliver high-quality, culturally safe care. We focus on system-wide policy and advocacy, sector strengthening and focused Member support. On behalf of our Members, we advocate for:

- equitable and sustainable funding for ACCHOs;
- flexible, future-fit physical and digital infrastructure;
- sustained investment in capacity building;
- a skilled, valued and empowered workforce; and
- a cultural and governance framework that fosters innovation and self-determination.

Nationally, QAIHC represents Queensland through its affiliation with, and membership of the board of, the National Aboriginal Community Controlled Health Organisation (NACCHO), the national peak body for the ACCHO sector.

The ACCHO Model of Care

Empowering Aboriginal and Torres Strait Islander peoples to take charge of their own health is a core element of the ACCHO Model of Care. Developed with respect for local historical context and cultural values, the model ensures patients feel culturally safe and free from institutional racism when presenting for care. Cultural safety goes beyond cultural 'awareness'; it embeds culturally sound practices into every element of service delivery, shaped by the values and perspectives of local communities.



Our Year

Throughout 2025-26, QAIHC's work was guided by a commitment to strengthening community control, growing sector capability and ensuring Aboriginal and Torres Strait Islander leadership remained central to health system reform and service delivery.

Better health outcomes for Aboriginal and Torres Strait Islander People

The Australian, state and territory governments signed the *2026–2031 NHRA Addendum*, which formally recognised ACCHOs as key health system stakeholders through *Schedule B — Better Health Outcomes for Aboriginal and Torres Strait Islander People*.

The governments committed $450 million to support implementation across jurisdictions. The new Schedule B was achieved through sustained collaboration between NACCHO, jurisdictional peak bodies and governments.

Work has also commenced to establish an independent Aboriginal and Torres Strait Islander Monitoring and Accountability Group to monitor implementation and its impact on health and wellbeing.





Supporting Members to strengthen regional partnerships

QAIHC continued to support Members to strengthen regional partnerships and develop peak bodies in Central Queensland and Far North Queensland. A series of regional forums brought Members together to identify priorities, strengthen leadership and prepare for Queensland Health investment under the Increasing First Nations Health Sector Capacity initiative.

The investment will support regional capacity, workforce development and culturally safe services across community-controlled and mainstream health settings. QAIHC also worked with Members across North and North West to strengthen regional partnerships and position services to maximise future funding and investment opportunities. QAIHC will continue this work in North and North West Queensland and commence discussions across Southern and South West Queensland to formalise regional partnerships.



Our Year



Developing the QAIHC-RACP ACCHO Sector Orientation Learning Resource

QAIHC developed a new online resource with funding from the Royal Australasian College of Physicians (RACP) for all clinical and other staff entering the ACCHO sector. The resource has preserved the stories and legacy of the leaders who helped build the ACCHO sector and gives doctors, specialist trainees and clinicians a practical, self-paced introduction to the sector's history, values, model of care and cultural foundations — helping them begin work in the sector with greater confidence, respect and cultural safety. The resource features filmed interviews with 19 sector leaders, founders and practitioners from Brisbane and South East Queensland, Cairns, Townsville, Canberra and Charleville. It sets out the truth of the sector's history, legacy and significance, as well as its contribution to the health and wellbeing of Aboriginal and Torres Strait Islander people. Visit: **acchosectororientation.com.au**













Launching the Executive Indigenous Leadership Program

QAIHC launched the Executive Indigenous Leadership Program in partnership with Griffith University, bringing together five current CEOs and six emerging leaders from across the sector. Developed in response to priorities identified by Members through the 2024 Regional Member Forums, the program is strengthening executive capability, succession pathways and the leadership pipeline needed to sustain Queensland's community-controlled health sector.



Building leadership and management capability

QAIHC celebrated the graduation of 22 participants from 13 Member organisations who completed the Diploma of Leadership and Management, strengthening frontline and middle-management capability, supporting succession planning and growing the next generation of leaders across the sector.



Growing the sector's own training capability

QAIHC celebrated the first 12 graduates from its supported Certificate IV in Training and Assessment cohort, representing eight Member organisations. These graduates strengthen the sector's capacity to deliver culturally grounded workplace learning, mentor colleagues and build sustainable internal training capability.



Growing the Aboriginal Health Worker and Practitioner pipeline

QAIHC strengthened Queensland's Aboriginal and Torres Strait Islander Health Worker and Health Practitioner pipeline through coordinated training pathways and workforce support. Reconciled workforce intelligence identified at least 147 unique trainees across 24 Member organisations, helping QAIHC identify qualification demand, access barriers and future workforce priorities.



Celebrating primary health care management graduates

In September 2025, QAIHC celebrated 31 graduates from 16 Member organisations who completed the Diploma of Aboriginal and/or Torres Strait Islander Primary Health Care Management. This significant achievement strengthened the culturally informed management and leadership capability needed to support high-quality, community-controlled primary health care across Queensland.

Our Year



Investing in the existing ACCHO workforce

Through the Indigenous Health Workforce Traineeship program, QAIHC supported a reconciled cumulative cohort of 256 people across 10 nationally recognised qualifications. By 30 June 2026, 51 people had completed their qualification, with 90 per cent of confirmed graduates remaining with the ACCHO employer in which they trained.

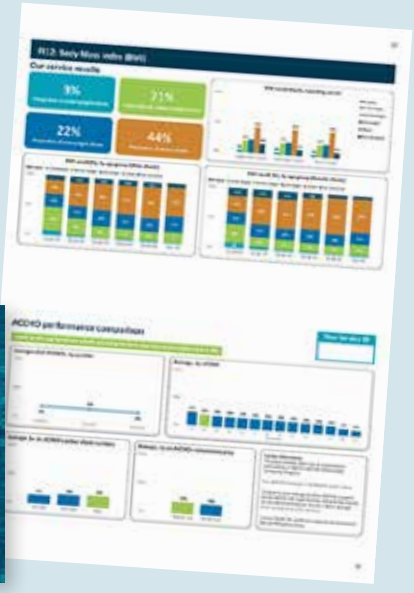


Collaboration at the Clinical Leaders Forum

QAIHC's 2026 Clinical Leaders Forum brought together clinical leaders, health professionals and sector partners for two days of learning, discussion and collaboration on the issues shaping Aboriginal and Torres Strait Islander primary health care in Queensland. The forum featured a range of diverse topics and also showcased examples of innovation already occurring in community-controlled health.

Supporting ACCHOs to access meaningful data

QAIHC developed the nKPI Performance Report to support ACCHOs to better understand their performance against national reporting measures. It shows results for each ACCHO, and results are also benchmarked against all other Queensland ACCHOs that have consented to share their data with QAIHC. The quarterly report enables ACCHOs to monitor progress over time, identify emerging trends and recognise opportunities for improvement. QAIHC also developed the Community Report to help ACCHOs use data in a meaningful, accessible way to support local decision-making.





Data capability support

QAIHC provided customised in-service training to four Member services and online support for ACCHOs participating in the Data Insights Partnership. QAIHC delivered training to Mulungu Health Service staff at the Mareeba and Atherton clinics. The sessions focused on using data to support Continuous Quality Improvement (CQI), including the use of Topbar and PenCS Practice Cloud to strengthen data-driven decision-making and service improvement.









Engaging with our Members at the QAIHC State Members Conference 2025

The QAIHC Members Conference 2025, *Led by Culture, Driven by Purpose,* was held in Gimuy/Cairns from 21–22 October, bringing together more than 90 delegates from across Queensland. Emceed by ACT 2018 Australian of the Year Dion Devow, the two-day program explored government and sector priorities, Closing the Gap reform, workforce development, data strategy, funding and investment, and opportunities to strengthen the Aboriginal and Torres Strait Islander Community Controlled Health sector. Presentations and panel discussions featured leaders from QAIHC, NACCHO, Queensland and Australian governments, and member services. The conference concluded with a Members' dinner, live music and a Murrioke competition.



Increasing immunisation capability

QAIHC supported workforce access to immunisation education and delivered onsite Vaccination Strategies and Promotion workshops at CRAICCHS, Yulu-Burri-Ba and Goolburri. The workshops reached 48 clinical and non-clinical workers, strengthening whole-of-service capability to promote vaccination and support culturally safe conversations with communities.



Improving Medicare and clinical capability

Through its MBS Community of Practice and targeted education, QAIHC helped Member teams navigate Medicare and MyMedicare changes, strengthen chronic condition management and build confidence in compliant claiming. Clinical learning also included chronic conditions and spirometry workshops.

Strengthening the social and emotional wellbeing workforce

QAIHC supported 36 people from 16 Member organisations to undertake the Diploma of Counselling and 52 people from 18 Members to undertake the Certificate IV in Mental Health. These pathways are growing a skilled and culturally capable workforce to support the social and emotional wellbeing of Aboriginal and Torres Strait Islander people and communities across Queensland.

Our Year







An ACCHO-led pathway for the next generation of GPs

Australia's only ACCHO-led Single Employer Model trial launched at CWAATSICH in Charleville with $2.4 million in Commonwealth funding. CWAATSICH employs GP registrars Dr Andrew Dalton and Dr Kate Cook throughout placements across community-controlled health, the local hospital and private general practice—providing employment continuity while embedding training in the ACCHO Model of Care.







Promoting careers in community-controlled medicine

QAIHC launched the Community Medicine website at the 2026 Rural Doctors Association of Queensland Conference in Gimuy/Cairns. The digital resource introduces doctors to community-controlled healthcare and supports QAIHC's work to attract medical professionals to rewarding careers with ACCHOs across Queensland. Visit: **communitymedicine.com.au**



Establishing the Queensland ACCHO Workforce Alliance

QAIHC established the Queensland ACCHO Workforce Alliance as a Member-led forum for workforce leaders to coordinate priorities, strengthen training pathways and inform statewide advocacy. The Alliance creates an enduring mechanism for Members to share intelligence and shape collective responses to workforce pressures.

Bringing the SEWB workforce together



The Queensland SEWB and AOD Statewide Gathering brought 82 registered participants together in Meanjin/Brisbane for professional learning, workforce wellbeing, peer connection and knowledge exchange. The Gathering strengthened relationships across the workforce and created space for culturally grounded reflection and shared practice.





Building safer, more confident teams

Verbal intervention and de-escalation training reached 267 workers across the sector, strengthening practical capability to prevent, respond to and safely manage challenging situations. The training supported trauma-aware, person-centred approaches to safer interactions in ACCHO workplaces.

Connecting Members through quality and accreditation

QAIHC established the Quality and Accreditation Network to connect Member staff responsible for continuous quality improvement, accreditation and service readiness. Fortnightly learning sessions and peer support are helping Members prepare for changing standards, share practical solutions and strengthen quality systems.





Promoting health and wellbeing during NAIDOC Week

QAIHC joined the community at the Musgrave Park Family Fun Day to celebrate NAIDOC Week and promote our health programs and activities, distributed health education materials about sexual health, women's and men's cancer business, and hearing health. The team also gave out branded merchandise, fruit and bottled water.





Financial Snapshot



For the 2025-2026 financial year, QAIHC reported an annual revenue of $18,201,671. Net surplus for the year was $515,584.

These results strengthen QAIHC's financial position and support continued investment in people, systems and infrastructure to meet the growing needs of the Queensland Aboriginal and Torres Strait Islander Community Controlled Health Sector. The full Audited Financial Report is available on the QAIHC website.

Our funding Sources

We sincerely thank our supporters for their generous financial contribution this year. Your support has assisted the Queensland Aboriginal and Islander Health Council to deliver a range of professional advice and services to Members and Social and Emotional Wellbeing workforce across Queensland.

In 2025-2026, QAIHC received revenue from four key funding sources. These sources included:

- Core funding from the National Aboriginal Community Controlled Health Organisation (NACCHO)
- Core funding from Queensland Health
- Multiple program grants from the Queensland and Australian Governments
- Self-generated income from the commercial services business division.

In this reporting period QAIHC managed over 30 different projects and programs.

NACCHO funding

QAIHC would like to thank NACCHO for their continued support and contribution to the QAIHC's work in the Queensland Aboriginal and Torres Strait Islander Community Controlled Health Sector over the year.

In 2025-2026, QAIHC received $3,459,665 from NACCHO in organisational funding support for the Queensland Aboriginal and Torres Strait Islander Health sector and a further $1,914,066 for specific programs.

Government funding

QAIHC would like to thank the Queensland and Australian governments for financially supporting our work in the Queensland Aboriginal and Torres Strait Islander Community Controlled Health Sector over the last year.

In 2025-2026, QAIHC received $8,512,208 from government to provide a number of targeted health programs to our Members.

The Queensland and Australian government departments that have supported QAIHC include:

- Commonwealth Government
  - Department of Health
  - National Indigenous Australians Agency
- Queensland State Government
  - Queensland Health
  - Department of Seniors, Disability Services and Aboriginal and Torres Strait Islander Partnerships

Self-generated income

QAIHC has continued to generate income through the sale of financial, human resources, information communication technology and accreditation consultancy services. This service delivery receives no grant funding.

In 2025-2026, QAIHC generated $1,276,589 from commercial business activity to reinvest into the organisation for ongoing organisational and employee development, events and new products and services.

Other income

In 2025-2026, QAIHC also secured other income from a mix of commercial activities as well as from generous supporters. This enabled QAIHC's employment, education and research initiatives.

2025-2026 QAIHC Board remuneration ($)

Director	Total Fees	Travel Expenses	Total
Dorothy Smith	73,888	33,232	107,120
Andrew Malcolm	29,098	11,109	40,207
Rachel Atkinson	29,098	9,526	38,624
Matthew Cooke	29,098	-	29,098
Elizabeth Adams	29,098	4,681	33,779
Renee Blackman	27,386	3,621	31,007
Total			**279,834**



QAIHC

Queensland Aboriginal and Islander Health Council

Queensland Aboriginal and Islander Health Council
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