



Inverell Shire Council



# Annual Report 2024/2025

Tamworth Aboriginal Medical Service -  
Aboriginal Corporation





# Acknowledgment of Country

Tamworth Aboriginal Medical Service - Aboriginal Corporation (TAMS-AC) acknowledges the Aboriginal Peoples as the Traditional Custodians of the lands and waterways where we live and work. We recognise their continuing connection to land, water, and culture, and we pay our deepest respects to Ancestors and Elders past, present, and emerging.

*Warning:* Aboriginal People should be aware that this document may contain images, voices, or names of deceased persons in photographs or printed material.



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The information contained within this document is accurate as of 17/12/2025









# SNAPSHOT

Tamworth Aboriginal Medical Service - Aboriginal Corporation (TAMS-AC) is an Aboriginal Community Controlled Health Service that is funded to provide Health Services to Aboriginal People.

We are Governed by a community elected Aboriginal Board of Directors.

We service Tamworth and surrounding areas.



## TAMWORTH

- 📍 Suite 1/180 Peel St, Tamworth, 2340
- 🕒 Monday to Friday, 9am to 5pm
- 🌿 GP service every day

## GUNNEDAH

- 📍 27 Marquis St, Gunnedah, 2380
- 🕒 Monday to Friday, 9am to 5pm
- 🌿 GP service 3 days a week

## NUNDLE

- 📍 Nundle CWA Preschool, 74 Jenkins St, Nundle, 2340
- 🕒 Open every second Wednesday
- 🌿 GP services fortnightly

## QUIRINDI

- 📍 52 Station St, Quirindi, 2343
- 🕒 Open by appointments
- 🌿 AOD Support and Mental Health Services



TAMS-AC offers a comprehensive range of primary health care services, including but not limited to:

- General health services
- Mum's & Bub's Services
- Social & Emotional Well-being
- Drug & Alcohol support
- Financial Counselling
- Elder Care
- Aboriginal Disability Liaison
- Social Work
- Homelessness Support
- Coordination of visiting specialist services

**Number of Staff:** 74FTE clinical and administrative staff members

**Number of Client Contacts:** 65,693 client contacts annually

**Number of Episodes of Care:** 42,368 episodes of care annually

**Number of Aboriginal Clients:** 4,444





# CORE

CONNECTION TO  
COMMUNITY & CULTURE

EFFECTIVE TEAMWORK

RESPECT

# VALUES

ACCOUNTABILITY

MAINTAIN PRIVACY &  
CONFIDENTIALITY

PROVIDE QUALITY CARE



## Aunty Cathy Trindall Chairperson

"Our strength lies in coming together and find healing in unity."

Yaama,

2025 has been a year of growth, resilience, and deep connection for Tamworth Aboriginal Medical Service - Aboriginal Corporation (TAMS-AC). I am honoured to continue serving as Chairperson and extend my heartfelt thanks to our Board, CEO, and every member of our team for their unwavering commitment to our community.

This year, we have walked alongside our mob through times of great loss. Our Meaningful Connections event in May gave us space to gather, share stories, and begin healing together, with music, dancing, and food reminding us of the strength in unity. These moments reaffirm why TAMS-AC exists: to support the health and wellbeing of our people in every sense.

We have made significant progress on our Hyman Park development, with Development Approval now secured. While full funding remains a work

in progress, we are proud to have engaged an Aboriginal project manager from Gunnedah to lead this transformative build. This facility will be a culturally safe hub for holistic health services, a vision we remain committed to achieving.

Our footprint expanded this year with a new lease on Peel Street, creating space for two-thirds of our Social and Emotional Wellbeing team, including Aboriginal Family Wellbeing and Violence Prevention, Dental, Suicide Peer Support, and Mental Health Workers. This move strengthens our ability to deliver vital programs and respond to growing community needs.

Community engagement has been a highlight of 2025. From health checks and mouth guards at the Koori Knockout, to the Cultural Fun Day in October, we've seen incredible participation. These events not only promote health but celebrate culture and connection.

We are proud of our large statewide recognition, being finalists in two Tamworth Business Awards categories in August, winning the New England North West 'Excellence in Business Award', and representing TAMS-AC as a finalist at the NSW Business Awards in Sydney in November. We were also a finalist in the NSW Indigenous Chamber of Commerce 'Indigenous Business of the Year - Regional Award' category. These achievements reflect the dedication of our staff and the trust of our clients. Thank you for choosing us as your health partner.

Our organisation continues to grow. With over 66,000 contacts this year, and 4,006 regular Aboriginal clients, we are reaching more people than ever. Participation in groups like Men's Art, Women's Art, and Women's Group has increased by an estimated 30%, and new initiatives such as mindfulness sessions and the Quirindi Soup Kitchen are thriving.

We are proud to be one of the largest employers of Aboriginal people in the region, with continued workforce expansion and new roles, including traineeships and specialist positions.

From a governance and financial perspective, TAMS-AC remains strong and sustainable. Our Board continues to provide strategic oversight, ensuring compliance and accountability. We have maintained sound fiscal management and achieved another clear audit outcome, reflecting our commitment to transparency and responsible stewardship of resources.

As we look ahead, our focus remains clear: delivering culturally safe, holistic care, expanding services, and building the future home of TAMS-AC at Hyman Park. Together, we will continue closing the gap and creating opportunities for our people to live healthy, strong lives.

Thank you for your trust and support. Without you - our clients, members, and community - there is no TAMS-AC.

Yours in unity,



Cathy Trindall  
TAMS-AC Chairperson





# Charles Lynch

## Treasurer

“The resilience and dedication of our staff has been nothing short of amazing.”



I would like to acknowledge the land we meet on to night and our Elders past and present and acknowledge our youth who I am sure we all hope will grow up healthy to become strong leaders and mentors within our community if not already so.

How quickly have the last twelve months gone by, our second year under the new constitution under Oric. During this period, the board and management have continued to set a strategic plan and develop policy to take the Organisation forward, with continual growth and the support of all our amazing staff who get up every day to meet the needs of our community.

It is obvious that without the resilience and dedication of our staff, always putting our community needs first with continued support holistically during this unprecedented time has been nothing short of amazing again thank you.

I am pleased to say Tamworth Aboriginal Medical Service received a clear or unqualified audit for 2025 which has now been the case for the last 11 years. Special thanks to the finance team for their dedication and efforts, given the enormity of their roles and the importance of ensuring sound fiscal management of the Organisation.

The team has been instrumental in implementing upgrades and tweaks to our accounting software and modifications that meet the requirements of keeping the Board well informed and reporting to our funding bodies in a timely and accurate manner as well as ensuring internal controls as set in policy are implemented from paper to systems for effectiveness and efficiencies.

In saying this, as we know we can always improve and do better as the demand between meeting community aspirations and being economically

sound and sustainable depends on the policy of government.

**The audit Management letter this year noted three points of improvement, two low risk and one moderate:**

**Effective Life of Assets, and a repeat matter being Excessive Leave Balances (some Staff) and Annual Leave On-Costs Calculations of a moderate risk assessment.**

*Total consolidated revenue for the year 2025 was \$10,391,891 including grants \$9,763,43, Interest \$442,458 Lease Income \$20,000 and other income of \$165,996. Operating expenditure of \$9,800,102 giving the organisations and operating surplus of \$824,179.37. Current Assets total \$12,443,412 including \$11,770,366 in cash, Total Assets being \$14,466,143 with current Liabilities being \$6,263,401 including unexpended grants \$4,341,853 largely due to the building infrastructure, with net equity position of \$7,516,925 as we continue to transition finalising a new building which will be central to meeting community needs from a Centre of holistic wellbeing and accommodate our ever-growing staff.*

In moving forward TAMS still has several hurdles our biggest the recruitment of staff in the current market, threats from other service providers and government policy. In saying this TAMS from a financial and operational point of view has established a stable platform given policy development, effective planning, building effective partnerships, recruitment of key personnel and the dedication of staff and strong leadership both by Snr staff and the Board.

There is no doubt that the board needs to continue to consult with the community, continue to review our strategic plans in going forward and encompass change without compromising our identity as a

Community Controlled Aboriginal Medical Service, providing culturally appropriate services that meet the needs and tackle head on Chronic disease and the neglected Social and Emotional Wellbeing needs of our community.

This year has been really challenging for the board and the pressure of bringing to life the new building a \$22 million investment and trying to leverage the last piece to the puzzle in its development.

With cost continually escalating and final costing assumptions ranging between \$22 million to \$60 million, the board and future directors will need to consider several hurdles in bringing the new building to life including final costing. In saying this just recently and after considerable costs the DA has finally been approved, and negotiations are underway to finalize the purchase of the land required for the building.

I would like to thank our CEO Damion and Deputy Kevin Duroux and all staff for their ongoing efforts and dedication to their roles, which have helped and made the lives of community members far better. Lastly, I would like to thank my fellow board members for their strength, knowledge and commitment during the past twelve months and wish everyone Merry Xmas and New Year, ensure you enjoy time with your family and loved ones.

Yours in Unity

Charles Lynch FIPA, FFA, GAICD, JP Treasurer  
24th of November 2025





# BOARD OF DIRECTORS 2025



**Catherine Trindall**  
Chairperson



**Daisy Cutmore**  
Deputy Chairperson



**Charles Lynch**  
Treasurer



**Thomas Flanders**  
Board Member



**William Kennedy**  
Board Member



**Pearl Slater**  
Board Member



**Jake Gillies**  
Board Member

In line with our Rule Book, all Board positions will be vacated at the Annual General Meeting in November 2025, with members standing for re-election.

TAMS-AC Directors serve voluntarily and receive no financial compensation for their roles. Their commitment goes far beyond minimum requirements. While ORIC recommends six meetings annually, our Directors have met twice monthly since the start of the 2025 financial year - one dedicated to Finance and governance, and the other to general Board business.



The TAMS-AC Board brings exceptional experience, cultural knowledge, and strategic insight, making it one of the strongest governance teams in the sector. We extend our sincere thanks to our Directors for their dedication and leadership in guiding our Aboriginal community-controlled organisation.

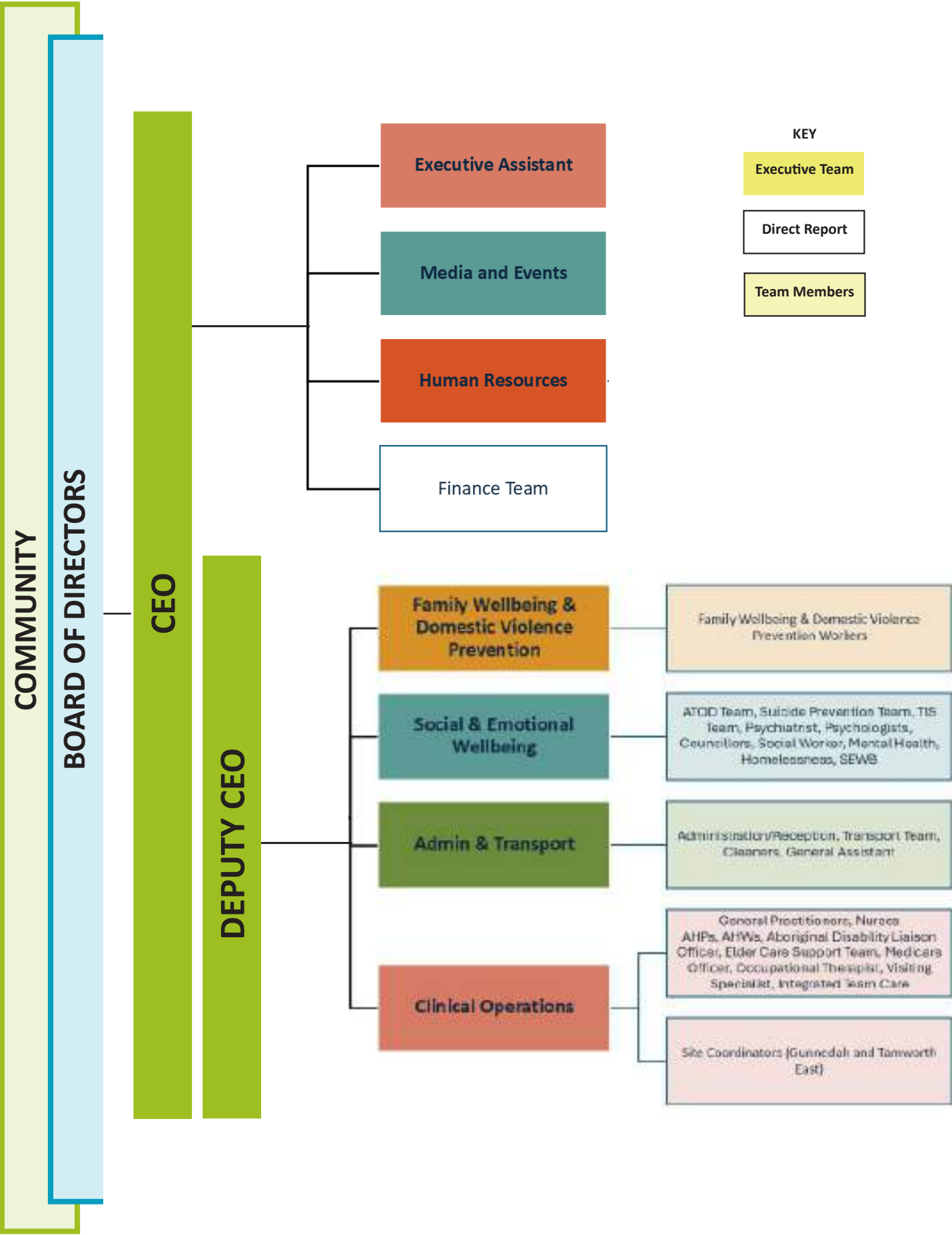
During the 2024-2025 financial year, 9 meetings of directors (including committees of directors) were held. Attendances by each director during the year were as follows:

	Director' Meetings	
	Number eligible to attend	Number attended
Catherine Trindall	9	9
Daisy Cutmore	9	2
Charles Lynch	9	6
Bill Kennedy	9	9
Tom Flanders	9	9
Jake Gillies	9	6
Pearl Slater	9	3





# ORGANISATION CHART



# EXECUTIVE TEAM

**Damion Brown**  
Chief Executive Officer

**Kevin Duroux**  
Deputy Chief Executive Officer

**Kate Cabot**  
Clinical Operations Manager

**Kristi Kirk**  
Administration Services Manager

**Chris Allan**  
Social Emotional Wellbeing Manager

**Cindy Paull**  
Aboriginal Family Wellbeing Violence Prevention Coordinator

**Adam Fermor**  
Human Resources

**Jessica Roberts**  
PA to the CEO

Staff breakdown	
89 staff (70 staff FTE approximately) (calculated as at 1/12/2025)	
Aboriginal	54% of staff identify as Indigenous
Non-aboriginal	45% of staff do not identify as Indigenous
Clinic	35% of staff are clinical
Administrative	35% of staff are administrative
SEWB	30% of staff are part of Social, Emotional & Wellbeing
Men	25% of staff identify as male
Women	75% of staff identify as female
Gender Diverse	Unknown





# Damion Brown

## Chief Executive Officer

A registered nurse by trade, Damion has over 30 years of experience in the healthcare sector. Damion's career began as an ICU and Critical Care Nurse, after which he became the Patient Safety Officer in the Clinical Governance Unit at Hunter New England Local Health District. He spent several years in this role before transitioning to managing small hospitals. With a deep commitment to rural health, Damion now focuses on improving Aboriginal Primary Health Care, an area of particular passion for him.

As CEO of Tamworth Aboriginal Medical Service, I'm proud to reflect on a year of remarkable growth, resilience, and achievement. Our journey over the past 12 months has been shaped by the strength of our community, the dedication of our staff, and the vision of our Board.

One of the most significant milestones this year was the Development Application approval for our new capital build. While there were differing views within the community, we remain committed to ensuring this development reflects our shared values and long-term aspirations for culturally safe, community-led healthcare.

We've experienced substantial growth across the organisation, with many of our staff undertaking further study to strengthen their skills and better serve our clients. This commitment to learning is a testament to the passion and professionalism within our team. We have had a focus on the leadership development for our executive team, and emerging leaders.

We've also secured several new funding streams, allowing us to expand services and invest in infrastructure. A key highlight was the opening of our new office on Peel Street, which supports our growing workforce and enhances access for clients and partners.

Our efforts have been recognised beyond the region, with TAMS receiving a prestigious regional business award and being named AH&MRC's Quality Business of the Year. These accolades reflect the collective hard work and integrity of our staff, Board, and community.

I extend heartfelt thanks to our Board for their guidance, our staff for their unwavering commitment, and our visiting specialists, volunteers, and funding partners who play a pivotal role in our success.

Damion Brown  
Chief Executive Officer





Yaama,

It has been an incredible year for Tamworth Aboriginal Medical Service – Aboriginal Corporation (TAMS-AC), marked by growth, innovation, and unwavering commitment to our community.

We’ve seen remarkable expansion across our workforce, welcoming new roles including a Medicare Officer, Pharmacist, and Media and Events Coordinator, CQI and a new Personal Assistant role to support my position, to which we welcomed Kim Kent. This growth reflects the meteoric rise of TAMS-AC over the past year and our evolving capacity to serve.

As Deputy CEO, I remain deeply committed to strengthening our operational foundations. This includes upholding our organisational policies, ensuring compliance, and reinforcing the structures that support our service delivery. We continue to refine internal systems and workflows to ensure efficiency, transparency, and accountability across all departments.

TAMS-AC is currently achieving and exceeding our national Key Performance Indicators (nKPIs) at an average above to the national standards, a testament to the dedication and excellence of our teams.

Looking ahead, we are focused on driving a 2% performance increase over the next year, reinforcing our commitment to continuous improvement and community impact. During this period, we are pleased to welcome Kate Cabot as our new Clinical Operations Manager. Kate brings a wealth of health sector knowledge and extensive management experience, further strengthening our clinical leadership.

Our Finance Team has delivered outstanding results, particularly in streamlining systems. Meanwhile, our HR Manager, has enhanced recruitment interest, providing innovative structures to interviewing, and onboarding processes.

Our newly launched Homelessness Program has exceeded expectations, supporting an increasing number of clients with compassion and care. In Gunnedah, Cindy Paull’s leadership in Aboriginal

Family Wellbeing and Violence Prevention has been instrumental in building community resilience. The Elders Care Support Program continues to thrive, offering vital services to our senior community members. We also proudly welcomed Dakota, our first school-based trainee from Peel High School, into full time employment and are now working with Allanah, a school-based trainee in the finance department, which indicates our dedication and promise to invest into the future of our youth.

We were proud to announce the launch of our Nursing Home Visit Program, a vital initiative that ensures continuity of care for our Elders once they transition into the aged care system. Through this program, our dedicated General Practitioners now provide regular visits to local nursing homes, offering culturally safe, consistent, and compassionate healthcare directly to residents. This service reflects our deep commitment to walking with our patients throughout every stage of life.

All teams have successfully completed NSW Child Safety Standards, First Aid, and Fire Safety Training. Our WH&S Committee has shown exceptional leadership, building a strong foundation for workplace health and safety as we grow.

Congratulations to Sheleaka O’Leary-Cloake and Jessica McDonald on completing their respective qualifications in Practice Management. Their pursuit of professional development is a testament to the calibre of our team.

To our frontline workers - those who transport clients, attend appointments, and provide direct care - your daily contributions are the heartbeat of our service. I also extend my gratitude to our executive team for their relentless focus on quality improvement and strategic growth. Our Social and Emotional Wellbeing (SEWB) team continues to be a pillar of strength within TAMS-AC, consistently delivering client-focused outcomes. Their dedication to holistic care addressing mental, emotional, spiritual, and cultural needs has empowered countless individuals and families to heal, grow, and thrive. The consistency and compassion they bring to their work reflects our values and our commitment to walking alongside community members on their journey to wellbeing.

# Kevin Duroux

## Deputy CEO

Kevin stepped into the role of Deputy CEO at TAMS-AC in September 2024. With over 14 years of experience in Aboriginal health and community services Kevin has held key roles including Clinic Coordinator, Practice Manager, and Executive Assistant to the CEO. Kevin holds qualifications in Dental Nursing, Paediatric Surgery Nursing, Clinic Coordination, and Practice Management. Passionate about health equity and culturally safe care, he advocates for strategic growth and holistic wellbeing. He represented TAMS-AC at a national health inquiry to advance Aboriginal health equality.



I also want to extend appreciation to our General Practitioners, whose tireless efforts ensure that over 7,000 active patients receive high-quality, accessible, and culturally appropriate healthcare.

Finally, I acknowledge Damion Brown our CEO, along with our Board of Directors for their leadership in closing the gap for Aboriginal people in the Tamworth and surrounding areas. Your vision and dedication continue to inspire.

I would also like to pay special tribute to our founding members, whose vision, courage, and commitment laid the foundation for everything we have built. Their legacy lives on in every

program that we deliver, every life we touch, and every milestone we achieve. We walk proudly in the footsteps they carved, and we honour their enduring contributions to the health and wellbeing of our community.

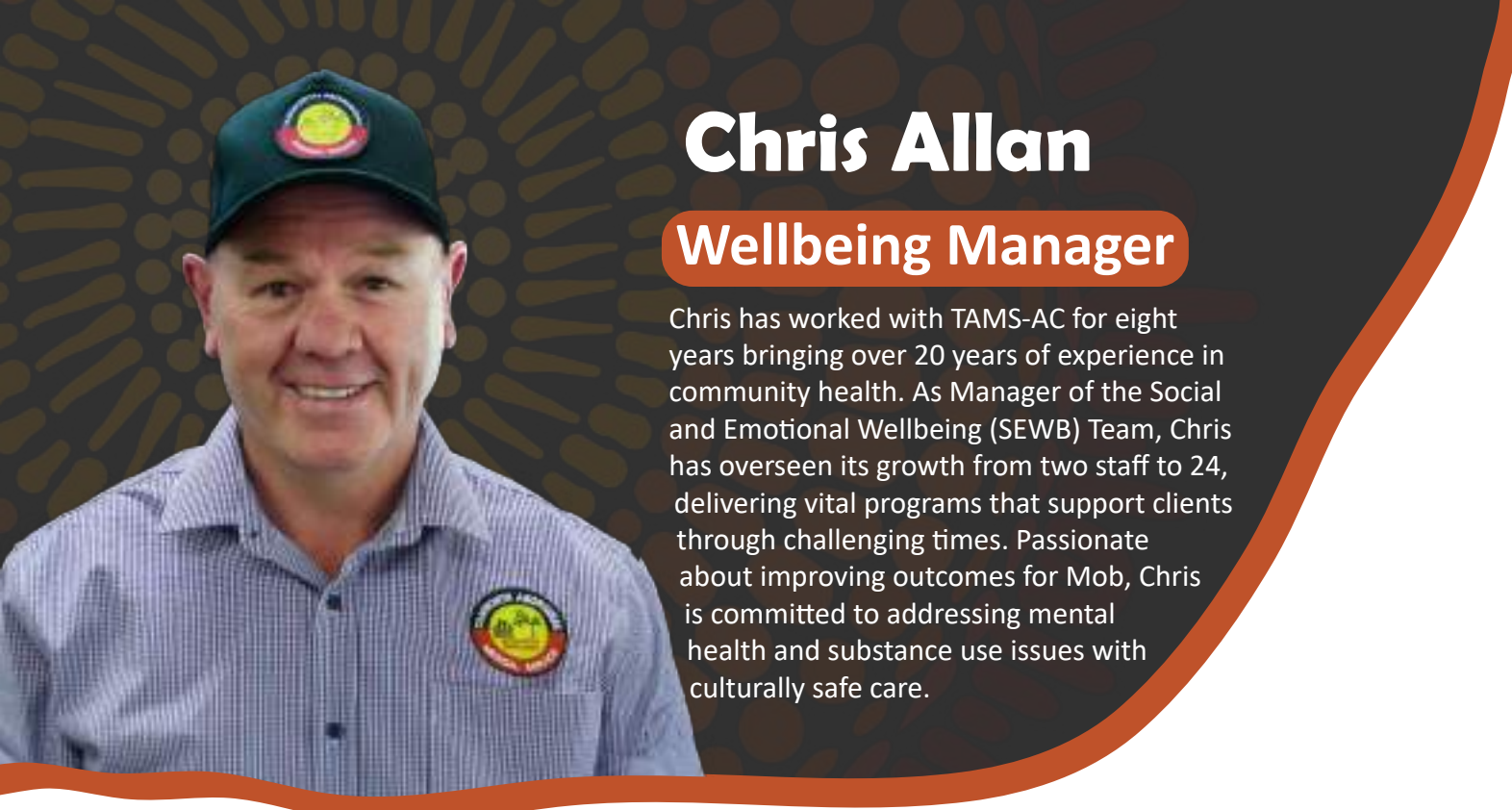
Together, we are building a stronger, healthier future for our people and community.

In solidarity,

Kevin Duroux  
Deputy CEO







# Chris Allan

## Wellbeing Manager

Chris has worked with TAMS-AC for eight years bringing over 20 years of experience in community health. As Manager of the Social and Emotional Wellbeing (SEWB) Team, Chris has overseen its growth from two staff to 24, delivering vital programs that support clients through challenging times. Passionate about improving outcomes for Mob, Chris is committed to addressing mental health and substance use issues with culturally safe care.

Our Social and Emotional Wellbeing (SEWB) team has continued to grow this year, now reaching 27 dedicated staff members. This expansion means we can deliver even more essential services to our communities across Tamworth, Gunnedah, Nundle, Quirindi, Werris Creek, and Walhallow.

It has been an incredibly busy and rewarding year. We proudly hosted our Cultural Family Fun Day, which attracted over 1,500 people, and the TAMS-AC Men's Health Golf Day, both of which were huge successes in promoting health and connection.

We also introduced two new programs under the SEWB banner:

- **Tackling Indigenous Smoking (TIS)** – supporting our mob to reduce smoking rates.
- **Alcohol and Other Drug Family Support Program** – providing vital support for families and carers.

Our team launched innovative community initiatives that have made a real difference:

- **Quirindi Soup Kitchen** – every Tuesday night, 30–40 people come together for a meal and a yarn about physical, mental, spiritual, and social wellbeing. We also host a monthly community BBQ breakfast.
- **Midday Movie Program** – held at Tamworth Library every Tuesday by our Suicide Prevention team, this program welcomes 30–35 people weekly for a hot meal and a safe space to connect and learn about available services.

Education has been a major focus. We've delivered school-based sessions on mental health, drug and alcohol awareness, hygiene, nicotine and vaping, and provided Aboriginal Mental Health First Aid training for staff.

This year has been one of growth, innovation, and impact. I am proud of the tireless commitment and passion our SEWB team brings to TAMS-AC and the communities we serve. We look forward to building on this success in the year ahead.

### Current groups running:

- Tamworth Men's Group
- Women's Group
- Men's Art Group
- Women's Art Group
- Youth Art therapy Group
- Quirindi Art therapy Group
- Quirindi, Werris Creek and Walhallow Men's Group
- Dog Therapy Group
- Meditation group

### SEWB programs:

- Mental Health and Well-Being
- Drug and Alcohol (Tamworth and Quirindi)
- Drug and Alcohol Family Support Carer's (Tamworth and Quirindi)
- Suicide Prevention
- Homeless team
- Tackling Indigenous Smoking



### Our SEWB Team:

- 1 - Psychiatrist
- 3 – Psychologists
- 1 – Addiction Specialist
- 4 - Mental Health Counselors
- 1 – Mental Health Worker
- 1 - Drug and Alcohol Counselor
- 5 - Drug and Alcohol Workers
- 1 – Mental Health Accredited Social Worker
- 4 - Suicide Prevention Workers
- 2 - Homeless Support Worker
- 2 – Tackling Indigenous Smoking workers
- 2 – Alcohol and Other Drugs Carer's Support Workers

Cheers,

Chris Allan  
Wellbeing Manager





# DESIGNS BY KRISTI KIRK



**Tamworth Yurrandaali's**  
Designed for Elder Olympics



**Strong Spirits, Safe Homes**  
Designed for Aboriginal Family Wellbeing  
and Violence Prevention team



**Yuurru (Woman spirit)**



**Get ya guards on!**  
Designed for Dental



**Weaving our stories**  
Designed for Women's Health



**Walanbaa Dhagaan**  
Designed Men's Health



**Suicide Prevention**



## Kristi Kirk

### Administrative Services Manager

A proud Aboriginal Yinarr from Boggabilla/Toomelah and long-time Tamworth local, Kristi has been with TAMS-AC for nearly 15 years. Starting in reception, Kristi completed her Cert IV in Aboriginal and Torres Strait Islander Primary Health Care Practice and became an Aboriginal Health Practitioner, earning the AH&MRC Emerging Talent Award in her first year. Today, she leads our Reception, Transport, and Cleaning teams as Administrative Services Manager and is also TAMS-AC's in-house Aboriginal artist, creating cultural designs for uniforms, vehicles, and merchandise.



What a year it's been for our teams, full of challenges, changes and moments that really tested us! I am so deeply proud of every single one of them for the work they put in every day to keep TAMS-AC moving forward. From admin to transport to cleaning, these teams are the frontline superstars of our organisation.

From the minute mob walk through our doors or step into our vehicles, our teams make sure they feel welcome, safe, supported and heard. Our reception team of eight independent ladies who work across Suite 1, Suite 2 and Gunnedah. They're the backbone of our organisation and usually the first staff community sees or hears. They do an amazing job, juggling appointments, answering calls and supporting everyone.

Our transport team safely get patients to and from their medical appointments, group programs, community activities and other medical services they may need.

Our cleaning team keeps our spaces clean and safe. Their work often happens behind the scenes, but it's essential to the care and comfort we provide for our staff, patients and visitors.

This year we've celebrated some big wins:

- Transitioning a school-based trainee into full-time employment with our Admin team.
- Upskilling one of our Transport Officers into a

Mental Health Worker Trainee role within our SEWB team.

- Reception staff stepping into leadership positions.

We've also introduced new systems to make life easier, moving from paper-based processes to digital workflows, implementing checklists, and improving task management.

Looking ahead, our goals for 2025-26 include:

- Becoming superusers of Best Practice software.
- Filling all team positions and maintaining full coverage.
- Expanding training pathways for mob, including Cert III in Health Administration and Business.
- Creating more opportunities for our young people through work experience and traineeships.

I want to thank every member of the Administration, Transport, and Cleaning teams for their dedication and hard work. I am proud to lead such a strong and deadly crew.

Regards,

Kristi Kirk  
Administrative Services Manager



# Kate Cabot

## Clinical Operations Manager

Kate brings over 15 years of experience in Critical Care Services within NSW Health, where she worked as a Clinical Nurse Consultant and held roles including Registered Nurse, Nurse Manager, Educator, and Patient Safety and Clinical Governance Manager. She holds a Bachelor of Nursing and a Graduate Certificate in Critical Care, with additional training in quality improvement. New to primary health care, Kate is passionate about women's health and committed to improving access to timely, culturally safe care for the community.

TAMS-AC has had another busy year providing comprehensive Primary Health Care, along with Acute Care and Chronic Disease Management, to the local community and visitors to Tamworth. Over the past few years, our clinics in Gunnedah and Nundle have continued to grow, expanding services to meet the needs of their communities.

As our services have grown, our clinic team has grown alongside them. We're excited to share that a new General Practitioner will be joining us in early 2026, along with several GP registrars who will support our ongoing commitment to high-quality care. Our team has also grown to include an Occupational Therapist, an Integrated Team Care Coordinator, and additional staff for Elder Care Support and Primary Health Care.

Education and clinical teaching remain central to TAMS-AC. Our clinic team participates in both formal and informal teaching sessions. Informal sessions are opportunistic and involve any member of the clinical team—including nurses, allied health staff, and Aboriginal Health Practitioners—helping us learn from each other and share our expertise. We also regularly host students from medicine, nursing, and allied health programs for placements of up to three months. These placements provide meaningful exposure to regional healthcare, strengthen understanding of Aboriginal health, and

encourage a career focus in primary health care during their final stages of training.

Teamwork and relationships within the clinic have been another key focus this year. By working together and respecting each team member's skills, perspectives, and backgrounds, we are able to deliver coordinated, safe care to our patients. We are also continually looking for ways to improve, with several quality improvement projects underway, including initiatives focused on patient experience and asthma management.

As our services continue to expand, space can sometimes be a challenge. We're therefore thrilled that approval has been granted for the new TAMS-AC building at Hymen Park, which will significantly increase our capacity to deliver care.

We look forward to continuing to grow TAMS-AC and providing exceptional, culturally safe healthcare to our community for many years to come.

Thanks,



Kate Cabot  
Clinical Operations Manager







# Cindy Paull

## Aboriginal Family Wellbeing & Violence Prevention

A proud Aboriginal woman with extensive experience supporting families across child protection, out-of-home care, and now in Aboriginal Family Wellbeing and Violence Prevention (AFWVP). Her career includes roles with DCJ, Winanga-Li, and Gunnedah Hospital, giving her deep insight into the systems our families navigate. Cindy holds a Certificate IV in Aboriginal Family Wellbeing and Violence Prevention and formal Child Protection training. Passionate about healing through culture, Cindy works alongside families with respect and no judgment, creating pathways for safety, connection, and stronger futures.



Since its commencement in October 2025, the Strong Spirits, Safe Homes program has delivered culturally safe, holistic support to Aboriginal families across Tamworth and surrounding communities. Through the employment of an AFWVP Coordinator and two dedicated workers (one male and one female), the program provides early intervention, prevention, and healing responses for families experiencing or at risk of domestic and sexual family violence.

Working in partnership with Winanga-Li Aboriginal Child and Family Centre in Gunnedah, the team adopts a whole-of-family approach, supporting the safety and wellbeing of all family members, including children, young people, women, men, and, where possible, those who use violence. Our focus is on strengthening family relationships, restoring cultural connections, and creating safe homes across community.

All AFWVP staff have completed the Certificate IV in Aboriginal Family Wellbeing Violence Prevention Work, delivered by NSW Health Education Centre Against Violence (ECAV), and are enrolled to undertake the Advanced Diploma of Aboriginal Specialist Trauma Counselling in 2026. This commitment ensures our workforce is equipped with trauma-informed and culturally grounded skills to support families effectively.

The program has strengthened partnerships with local organisations, police, schools, and

the Department of Communities and Justice (DCJ) through joint initiatives and community events promoting violence prevention and family wellbeing. Major Strong Spirits, Safe Homes Community Days were held across Tamworth, Manilla, Quirindi, and Gunnedah, engaging families, service providers, and community members in positive activities and conversations about healthy relationships and creating safety in homes.


Since inception, the team has introduced streamlined intake and referral processes, improving communication between services and ensuring timely, coordinated responses for families. Cultural healing methodologies have been incorporated into case management frameworks, aligning Western clinical practice with Aboriginal cultural ways of healing. Collaboration with Winanga-Li has enabled shared learning and cross-community training, ensuring consistent, culturally safe practice across both sites.

The Strong Spirits, Safe Homes program reflects TAMS-AC's commitment to creating safer homes and stronger families through culturally informed, community-driven solutions.

*Cindy Paull*

Cindy Paull  
Aboriginal Family Wellbeing Violence Prevention  
Coordinator





# Adam Fermor

## Human Resources Manager

Adam brings nearly 10 years of experience in HR and senior leadership roles, including HR Manager and General Manager positions prior to joining TAMS-AC. He is passionate about developing strong leaders and creating a workplace where staff feel supported and connected. Over the past year, Adam has guided TAMS-AC through rapid growth, managing high recruitment demands and complex employee relations. He continues to build culturally safe, sustainable systems that strengthen organisational leadership and ensure high-quality care for our community.

This year has been one of incredible growth for TAMS-AC. Our workforce has expanded by around 60%, now reaching approximately 80 employees. With this growth comes opportunity and challenge. My focus has been on supporting our teams through this transition, strengthening leadership capability, and embedding cultural safety into everything we do.

We’ve achieved a lot: streamlining recruitment and onboarding, updating HR policies to align with legislation, and managing complex employee relations matters with fairness and respect. Cultural safety remains at the heart of our work, and we’ve introduced initiatives to ensure every staff member feels supported and connected.

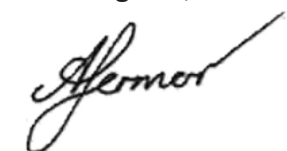
Of course, there are always challenges. Like most other health services we do struggle with recruitment pressures for clinical staff, and the need to upskill emerging leaders. We’ve also started tackling technology gaps by planning for a new HR system to improve compliance and efficiency.

We are grateful to Josie Hoffman Consulting for working with the TAMS-Ac executives to build upon their skills and set a good foundation for the future growth of the organisation.

Looking ahead, our priorities include implementing an HRIS (Human Resources Information System) that will help with managing our employee data, building leadership capability, and launching a retention strategy to keep great people in our organisation. We’ll also complete our policy library and run a staff experience survey to guide improvements.

I want to thank every member of our team for their resilience and commitment during this period of rapid growth. Together, we’re building a strong, culturally safe workplace that supports our people to deliver high-quality care for our community.

Kind Regards,



Adam Fermor  
Human Resources



### Workforce Snapshot

- 50 → 80 employees in 2023/24 (+60% increase)

### Recruitment & Development

- 5+ new positions created
- Leadership Coaching delivered to management

### Training

- Cultural Immersion Training
- Mental Health & WHS Training



## CLINIC HIGHLIGHTS - OVERVIEW

**5,580**  
**clients**

between July 2024 and June 2025. This is an increase of 35 from the previous year.

**7.6**  
**EOC per client**

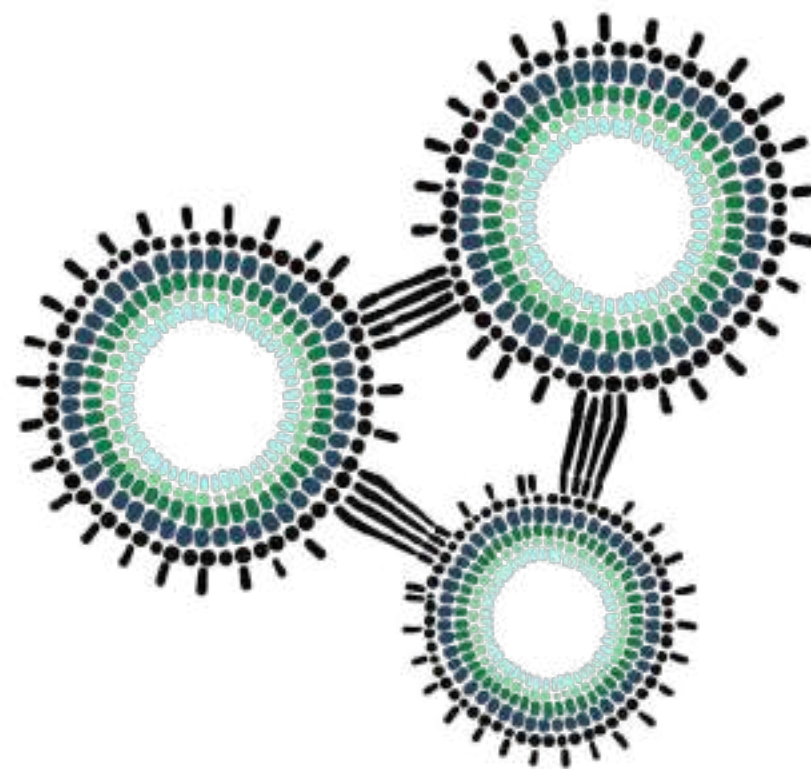
between July 2024 and June 2025. The episodes of care per client has increased 35% since 2019.

**65,693**  
**client contacts**

between July 2024 and June 2025.

**42,368**  
**episodes of care**

between July 2024 and June 2025. This is very similar to the previous year.



## CLINIC HIGHLIGHTS - INDIGENOUS CLIENTS

**4,444**  
**Indigenous**  
**clients**



**4,006**  
**Indigenous**  
**regular clients**

**60%+**  
**have 715 Health**  
**Assessments**

Over 60% of Indigenous clients have a current 715 Health Assessment.

**15-19 yr**  
**largest % of**  
**clients**

The top three age groups for Indigenous clients is 15-19 year olds at 11.5%, 0-4 year olds at 11% and 10-14 year olds at 9.5%.

## ABOUT OUR STAFF

**1.9**  
**GP FTE per**  
**1000 clients**

Comparative clinics are around 1.4 GP FTE per 1000 clients.

**54% of**  
**FTE staff are**  
**indigenous**

**8.2 FTE staff**  
**are AHPs or**  
**AHWs**

**4.0 of FTE**  
**staff are Drug**  
**and Alcohol**  
**workers**



# NATIONAL KEY PERFORMANCE INDICATOR SUMMARY

**88%**  
**birthweight recorded**

PI01 Proportion of babies born within the previous 12 months, who attended the organisation more than once, whose birthweight has been recorded.



**83%**  
**smoking status recorded**

PI09 Proportion of regular clients whose smoking status has been recorded.



**60%**  
**new mothers smoking status**

PI11 Proportion of regular clients who gave birth within the previous 12 months with a smoking status of 'current smoker', 'ex-smoker' or 'never smoked'.



**66%**  
**alcohol consumption recorded**

PI16 Proportion of regular clients whose alcohol consumption status has been recorded.



**62%\***  
**client health assessments**

PI03 Proportion of regular clients for whom an MBS Health Assessment for Aboriginal and Torres Strait Islander people (MBS item 715) was claimed. \*this is an average across all age groups.



**51%**  
**BMI result**

PI12 Proportion of Indigenous regular clients who have a Body Mass Index (BMI) result within specified categories.



**34%**  
**cervical screening**

PI22 Proportion of regular clients who have had a cervical screening (HPV) test.



**12%\***  
**Kidney function test result**

PI19 Proportion of Indigenous regular clients with a selected chronic disease who have had a kidney function test result within a specified level. \*this is averaged across results.



## GUNNEDAH AGPAL ACCREDITATION

This year, our Gunnedah Clinic proudly achieved AGPAL accreditation for the very first time, a significant milestone for TAMS-AC and the community we serve. We extend our heartfelt congratulations to the Gunnedah team, our dedicated GPs, and management for their hard work and commitment to excellence.

AGPAL (Australian General Practice Accreditation Limited) accreditation is the national benchmark for quality and safety in primary health care. It demonstrates that our clinic meets rigorous standards across clinical governance, patient care, infection control, risk management, and cultural safety. Accreditation assures our clients that they are receiving care in a practice that prioritises best practice and continuous improvement.

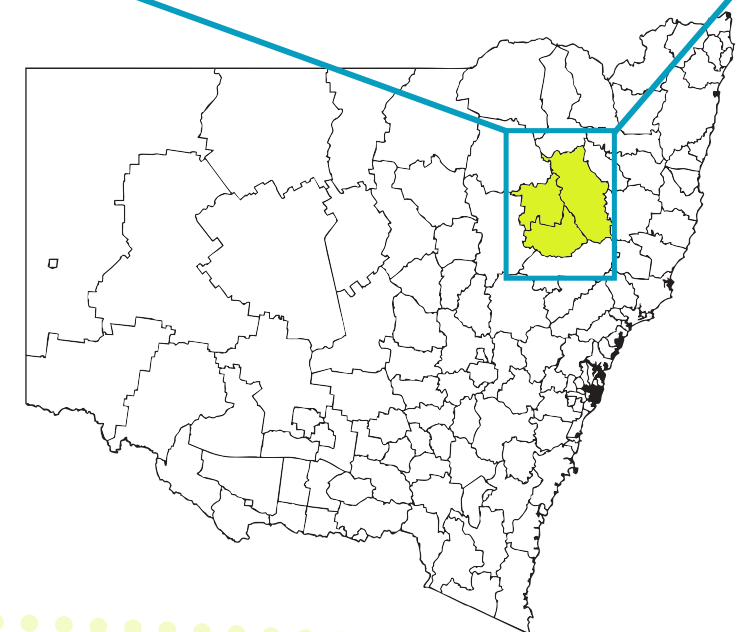
This achievement reflects our commitment to delivering safe, high-quality, and culturally appropriate care for our mob. Congratulations again to the Gunnedah team, you've set a strong foundation for continued excellence in primary health care.







## OUR FOOTPRINT & OUTREACH







# Gunnedah

Building on the strong foundations laid since opening our doors in 2021, the Gunnedah Clinic has continued to grow, strengthen, and connect with the local community throughout 2024–2025. Our focus this year has been on expanding our health and wellbeing services, strengthening community partnerships, and continuing to deliver culturally safe, holistic care to Aboriginal and Torres Strait Islander families across Gunnedah and surrounding areas.

## Clinic Services and Growth

The Gunnedah Clinic continues to provide consistent and accessible healthcare services to meet the needs of our community:

- General Practitioner (GP) services are available three days a week
- Aboriginal Health Practitioner (AHPs) are available daily to support clients with health assessments, chronic disease management, and health promotion activities.
- Our Receptionist continues to provide exceptional support to clients, assisting with appointments, transport coordination, and referrals.
- Social and Emotional Wellbeing (SEWB) services are now available weekly every Thursday & Monday, increasing access to culturally safe mental health and Drug and Alcohol support services.
- Psychological services continue to be offered regularly every Thursday and every second Monday, with referrals increasing throughout the year
- Specialist outreach has continued including visits from a Renal Physician monthly ensuring clients receive comprehensive care close to home.

## Programs and Initiatives

This year, the Gunnedah team continued to strengthen connections and deliver targeted

programs to promote wellbeing and community engagement:

- The Women’s Group, supported by the Red Chief Local Aboriginal Land Council, has continued to thrive—providing a safe space for women to connect, share, and learn.
- The Elder Care Connector role has been instrumental in linking Elders to health and aged care services, ensuring their needs are met with respect and dignity.
- Health promotion activities focused on chronic disease prevention, immunisations, and healthy lifestyle education have been delivered through community outreach and school visits.

## Community Engagement

The Gunnedah Clinic has proudly participated in and supported a range of local events, reinforcing our commitment to community partnership and visibility:

- NAIDOC Week celebrations – providing information to community to help close the gap in community accessing timely health care.
- Service Connect Day – strengthening partnerships with local agencies to support clients’ social and health needs.

## Looking Ahead

The TAMS-AC Gunnedah Clinic remains committed to growing its presence and capacity in the region. Plans for 2025–2026 include expanding allied health and outreach services, increasing SEWB service frequency, and having a GP available 5 days per week. We are also looking for capital funding to fit out the old Community Health Building, as our current facilities are not fit for purpose.

We thank the Gunnedah community for your ongoing trust, support, and collaboration. Together, we are creating a healthier, stronger future for our families.







# Liverpool Plains

The past year has been a period of growth and transformation for the TAMS-AC Quirindi team. Moving from a shared space at Winanga-Li into a dedicated building has created a culturally safe, welcoming environment where community feels at home and services can expand to meet growing needs.

Two new staff joined the team this year. Jace Johnstone, Alcohol and Other Drugs (AOD) Worker, came on board in December 2024 and is completing his Certificate IV in Alcohol and Other Drugs, while building strong engagement with young men and clients involved in the justice system. In February 2025, Tommy Taylor joined as Community Peer Worker—a role created in response to high referral numbers and community demand. Tommy leads cultural and on-country activities, including site visits, BBQs, and outings with Elders and clients, which have become a cornerstone of our engagement strategy.

Community connection is at the heart of everything we do. Monthly community breakfasts have grown in popularity, offering a space for yarns and support. Tommy also runs cultural programs in schools, including Nundle and Quirindi Public School, featuring smoking ceremonies, Kamilaroi language lessons, and cultural education for all students. These programs strengthen cultural identity and promote understanding across the region.

The new building has allowed us to host a range of services, including homelessness support, weekly counselling, suicide prevention programs, Aboriginal Family Wellbeing and Violence Prevention (fortnightly), and Probation and Parole (fortnightly). Interagency meetings are now held on-site, and social work assessments are conducted in a culturally safe setting.

Partnerships have flourished with Police, JobLink Plus, Winanga-Li, local hospitals, and organisations like the Clontarf Foundation and St Joseph's Catholic School, where we run a weekly breakfast club. A new partnership with the Food Pantry in Quirindi has improved food security, enabling the pantry to operate three days a week.

Transport support has become vital, particularly for clients from Walhallow who lack access to public transport. Tommy often drives clients to ensure they can attend social and emotional wellbeing programs in Quirindi. We also travel to Nundle for counselling and, through Bereng Enterprise and JobLink Plus, provide free driving lessons to help clients gain independence.

Food security remains a priority. Our weekly soup kitchen offers free meals and a safe space for social interaction, with community members encouraged to volunteer.

The team played a key role in local events, including NAIDOC celebrations featuring a Touch Footy Day, cooking classes, a pool day in Werris Creek, and an Elders Morning Tea in Nundle. Youth Week saw a disco for kids at Werris Creek Bowling Club, and outings for Elders provided opportunities to connect and enjoy time on country.

This year, the Quirindi team received **150** referrals and actively engaged with around 100 clients, up from 80 last year. Community perception has shifted and the Quirindi office is now recognised as a trusted hub for health, culture, and connection.





# NUNDLE

Every fortnight, our team travels to Nundle to run an outreach clinic, providing essential health services to the community.

Our General Practitioner (GP) visits Nundle every two weeks to provide essential medical care, and an Aboriginal Health Practitioner (AHP) is also on hand fortnightly to support the community. Registered Nurses (RNs) are available as needed, ensuring comprehensive care.

Dr Ruo Shi Cui runs the Nundle Clinic, assisted by AHP Steven Smith. Together, they ensure that we continue to operate one day per fortnight, providing continuity of care for the community.

Once a month there is a pop up at the Nundle Clinic for NDIS Connection. This allows people to come have a yarn about their eligibility and making the most of their NDIS plan.

# DENTAL HIGHLIGHT

TAMS-AC provides preventative and emergency dental care for Aboriginal people in Tamworth and surrounding districts. Dental services are a vital component of our comprehensive healthcare approach, aiming to address the unique oral health needs and challenges faced by individuals of all ages.

TAMS-AC proudly supported community health and wellbeing at the 2025 Koori Knockout by delivering free custom mouth guards through our Dental Van initiative. In partnership with AH&MRC and Sydney University, the clinic operated across four days and was staffed by Dr Ish, six helpers, and 40 volunteer dental students.

TAMS-AC also has a visiting denture clinic. Services include denture realigns, denture repairs, teeth additions, and checks for any discomfort with existing dentures.

The program provided around 400 mouth guards to players, promoted preventative oral health care, and strengthened community engagement. Supplies were generously donated by partners including Henry Schein and Durodent Dental, featuring Indigenous designs to celebrate culture.

Patients must have a current 715 Health Check and a referral from a GP or AHP.

This collaboration showcased the power of partnerships in improving health outcomes for Mob and highlighted TAMS-AC's commitment to culturally safe, accessible dental services. We look forward to expanding this initiative at future events.



# SERVICES AND VISITING SPECIALISTS

## General Practice and Clinic:

- GP
- Registered Nurse
- Aboriginal Health Practitioner
- Immunisations
- COVID Vaccinations
- Women's Health
- Exercise Stress Test
- Echocardiograms
- Respiratory/Sleep Medicine
- Liver CNC
- Sexual Health
- Wound Care
- 715 checks
- Diabetes Educator
- Psychiatrist
- Chronic Disease Management
- Occupational Therapy

## Visiting Specialist Care:

- Dental
- Cardiac Rehabilitation
- High Risk Foot Clinic
- Visiting Podiatry
- Paediatrician
- Paediatric Speech
- ENT (Ear, Nose, and Throat)
- Optometrist
- Nephrology
- Cardiology
- Hearing Checks
- Dietitian
- Exercise Physiology

## Special Programs:

- Transport
- Medical Students training
- Elder Care Support
- Aboriginal Disability support





# EVENTS AND ACTIVITIES OVER THE 2024/2025 YEAR

<p><b>Wed 17 July</b> <b>Cultural Family Fun Day 2024</b></p> <p><b>Tamworth</b> <b>800 attendees</b></p>	<p>Hosted</p> 	<p><b>Sat 4 October</b> <b>Bathurst Koori Knockout 2024</b></p> <p><b>Bathurst</b> <b>5,000+ attendees</b></p>	<p>Supported</p> 
<p><b>Wed 4 December</b> <b>16 Day of Activism 2024</b></p> <p><b>Tamworth</b> <b>30 attendees</b></p>	<p>Hosted</p> 	<p><b>Fri 6 December</b> <b>Men's Mental Health Golf Day 2024</b></p> <p><b>Tamworth</b> <b>50 attendees</b></p>	<p>Hosted</p> 
<p><b>Fri 13 December</b> <b>Christmas in Coledale 2024</b></p> <p><b>Tamworth</b> <b>100 attendees</b></p>	<p>Hosted</p> 	<p><b>Wed 22 January</b> <b>AFWVP Day at the Pool 2025</b></p> <p><b>Tamworth</b> <b>150 attendees</b></p>	<p>Hosted</p> 
<p><b>3-10 March</b> <b>Women's Week 2025</b></p> <p><b>Tamworth</b> <b>100 attendees</b></p>	<p>Hosted</p> 	<p><b>Thu 20 March</b> <b>Close the Gap Day 2025</b></p> <p><b>Tamworth</b> <b>50 attendees</b></p>	<p>Hosted</p> 
<p><b>Wed 19 March</b> <b>Free Community Breakfast 2025</b></p> <p><b>Quirindi</b> <b>40 attendees</b></p>	<p>Hosted</p> 	<p><b>Fri 21 March</b> <b>Women's Group Bingo 2025</b></p> <p><b>Gunnedah</b> <b>50 attendees</b></p>	<p>Hosted</p> 
<p><b>Wed 9 April</b> <b>Heart Week Walk and Talk 2025</b></p> <p><b>Tamworth</b> <b>80 attendees</b></p>	<p>Supported</p> 	<p><b>Sun 25 May</b> <b>Meaningful Connections Healing Day 2025</b></p> <p><b>Tamworth</b> <b>300 attendees</b></p>	<p>Hosted</p> 





# SOCIAL MEDIA REPORT

This year, TAMS-AC’s social media presence grew significantly, strengthening our ability to connect with community, share health messages, and celebrate culture. Our platforms became a vital tool for promoting events, health campaigns, and employment opportunities, while also providing a space for mob to engage, learn, and feel supported.

From NAIDOC celebrations and cultural programs to health awareness campaigns and job opportunities, our content reached thousands of people across Tamworth and beyond. The growth reflects the hard work of our team and the power of digital engagement in improving health literacy and community connection.

**1,303**  
Facebook  
followers

**1,257**  
Instagram  
followers

**46**  
LinkedIn  
followers

**8**  
YouTube videos  
published

**700,270**  
Facebook  
impressions  
between July 2024 and June 2025. This is an increase of 18,754%.

**664,410**  
Instagram  
impressions  
between July 2024 and June 2025.

**419**  
post published  
between July 2024 and June 2025. This is an increase of 705%

**21**  
reels published  
between July 2024 and June 2025. This is an increase of 950%

**65,693**  
interactions  
between July 2024 and June 2025 across all platforms. This is an increase of 1,339%.



Best Reel

**Men’s Health Week**  
1,577 views, 898 reach

#1 social post

**Deadly Day at the Pool**  
14,070 impressions,  
3,128 interactions.

#2 social post

**Meaningful Connections**  
4,112 impressions,  
2,333 interactions.

#3 social post

**Heart Week**  
6,270 impressions,  
1,103 interactions



**14,060 Google searches**  
between July 2024 and June 2025. This is an increase of 338%.

**2,093 Website clicks**  
between July 2024 and June 2025 from Google searches. This is an increase of 327%.

**13,650 Phone clicks**  
between July 2024 and June 2025 from Google searches. This is an increase of 356%.



# WEBSITE DATA

This year, TAMS-AC’s website has become a key platform for connecting with community, providing health information, and supporting service access. With strong growth in traffic and engagement, the site reflects the success of our digital strategy and its alignment with social media campaigns.

Increased visits to pages like Contact Us, Careers, and Services show that our online presence is driving real-world outcomes—helping clients find care, learn about programs, and explore employment opportunities.

**14,000**  
Active Users

**14,000**  
New Users

**133,000**  
Total event count

**62k**  
Page views

**1.7K**  
Clicks

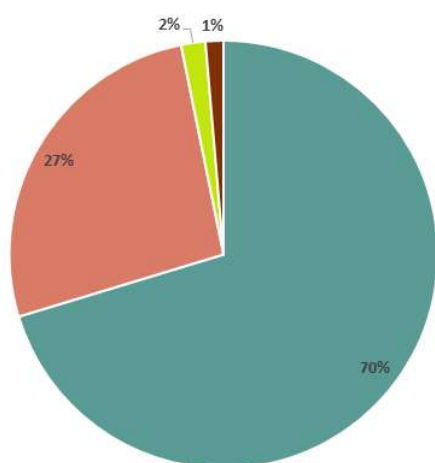
**323**  
Online form enquiries

## Top pages viewed



## Traffic sources

■ Organic Search ■ Direct traffic ■ Social referrals ■ Referral partnerships





# FINANCE REPORT

The 2024–25 financial year marked a period of strong growth and strategic investment for TAMS-AC. We achieved a \$1.6 million increase in revenue, driven by several significant three-year contracts that provide stability and support for future service expansion. This growth reflects our commitment to sustainable operations and our ability to secure funding that aligns with community needs. Alongside revenue growth, the finance team focused on strengthening systems and governance.

We introduced innovative digital solutions to improve efficiency and transparency, including an equipment tracking database, transition to cloud-based platforms, and tools such as ApprovalMax for streamlined approvals with detailed audit trails. Microsoft Forms and SharePoint were implemented for data collection and collaboration, and we moved away from paper-based timesheets to Xero, ensuring accurate payroll and reporting.

Income Information 2024/25 FY	
Income	\$ 10,391,891
Expenses	\$ 9,800,102
Surplus	\$ 591,789
Assets	\$ 14,466,143
Liabilities	\$ 6,949,218
Net Assets	\$ 7,516,925



Minor Funders		
University of Sydney	\$ 20,936	Reimburse costs to provide “Get ya guard on” at Bathurst Koori Knockout and provide dental students to assist
Aboriginal Affairs NSW	\$18,867	Equipment upgrade for Denture/Mouth guard Van
Aboriginal Affairs NSW	\$5,000	NAIDOC Grant for Youth Leadership Program
AH&MRC	\$20,000	Information and Communication Technology (ICT) Grants Initiative
AH&MRC	\$12,858	Purchase inventory of Nicotine Replacement Therapy consumables

# OUR FUNDING BODIES



Major Funders	
Australian Government Department of Health & Aged Care	Indigenous Australians’ Health Programme
	Tackling Indigenous Smoking
Armajun Aboriginal Health Service	Specialist Homelessness Services
NSW Department of Communities and Justice	Aboriginal Family Wellbeing and Violence Prevention
National Indigenous Australians Agency	Alcohol, tobacco and other drugs Tamworth   Alcohol, tobacco and other drugs Quirindi and Surrounds   Addiction Specialist   Social and Emotional Well Being team
NACCHO	Aboriginal Disability Liason Officer   Cancer Screening and Communication   Elder Care Support   First Nations Health Worker Traineeship   Mental Health Wellbeing Support   Vaccination Uptake Support   Indigenous Health Services Pharmacy Support
Primary Health Network (PHN)	Primary Mental Health for Priority Populations   Integrated Team Care
NSW Ministry of Health	Building Aboriginal Community Resilience   Core Aboriginal Health Oral Health   Alcohol and Other Drugs Family, Carers and Friends Support
AH&MRC	Cancer Care Coordinator
NSW Rural Doctors Network	Medical Outreach Indigenous Chronic Disease Program (MOICDP) - Diabetes Educator   Dietitian/Nutritionist   Podiatrist   Exercise Physiologist   Gynaecology   Physician - Cardiology   Psychiatry - General   Psychologist
	Healthy Ears, Better Hearing, Better Listening (HEBHBL) Program - Ear, Nose, and Throat
NSW Aboriginal Land Council	Maarumalda-y Project (Occupational Therapist)

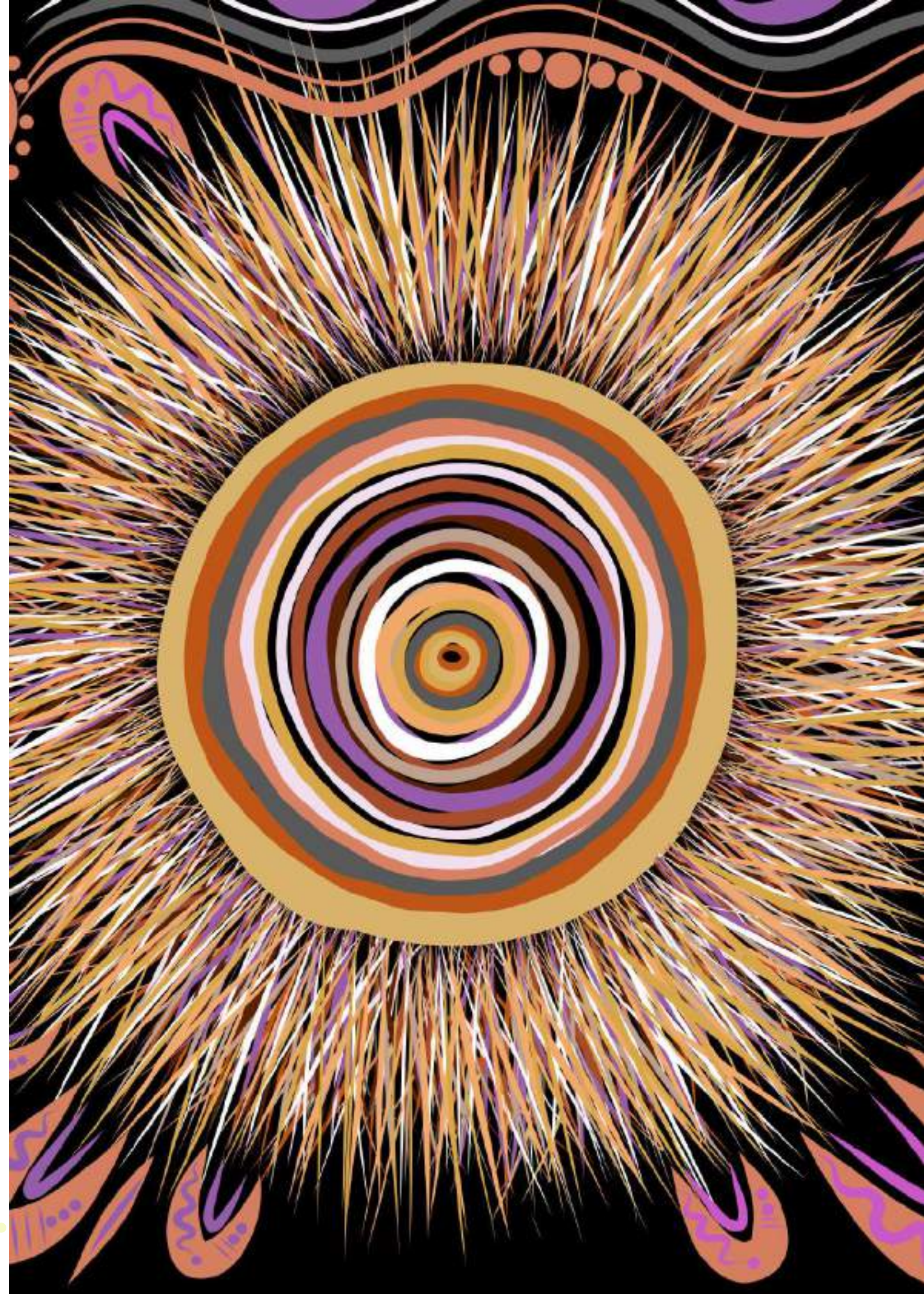


# OUR PARTNERSHIPS



## Additional thanks and recognition for support of TAMS-AC goes to:

Manilla Bakery | North Tamworth Bowling Club | Josie Hoffman Consulting | Bakers Delight Tamworth | Second Bite | Integr8y Business Solutions | Tamworth West Public School | Hilvue Public School | Tamworth South Public School | Tamworth Public School | Calrossy Anglican School | McCarthy Catholic College | Tamworth High School | Oxley Vale Public School | Oxley High School | Carinya Christian School | Peel High School | Westdale Public School | Manilla Central School | Quirindi Public School | Quirindi High School | Goodstart Early Education Brisbane St | Tamworth Naidoc Committee | Gunnedah Naidoc Committee | Liverpool Plains Naidoc Committee | headspace Tamworth | NSW Indigenous Chamber of Commerce | Homelessness NSW |







## CONTACT US

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### Nundle Clinic

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### Gunnedah Clinic

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📍 27 Marquis St,  
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### Quirindi Clinic

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Quirindi 2343