



2024 ANNUAL REPORT



Queensland Aboriginal and
Islander Health Council

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

Empowering a sustainable Aboriginal and Torres Strait Islander community-controlled health sector, underpinned by cultural safety, strong leadership, governed by principles of self-determination.

Our Purpose

To advocate and lobby for accessible and equitable comprehensive primary health care to all Aboriginal and Torres Strait Islander people in Queensland; and to embed sustainable investment in models of care through quality governance, strong leadership and representation; underpinned by cultural security and guided by community values.

Our Values

QAIHC's organisational values are: excellence, cultural practice, leadership, honesty, respect, integrity, innovation, diversity and uniqueness

Our Logo

The original QAIHC logo was inspired by the late Clarence Grogan, who entertained guests in Innisfail at the first QAIHC conference by playing a gum leaf. Mr Grogan was a respected advocate of Indigenous rights in the Cairns area for several decades and was inducted into the QAIHC Hall of Fame in 2009. The current logo retains the gum leaf and reflects a more contemporary QAIHC.

Our Goals

QAIHC will lead and support the Aboriginal and Torres Strait Islander community controlled 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.

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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.

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: Matthew Cooke **Acting Chief Executive Officer:** Paula Arnol
ABN: 97 111 116 762 **Auditor:** Mazars Audit (QLD) Pty Limited



Matthew Cooke,
QAIHC Board
Chairman

A message from our Chairman

On behalf of the Board of Directors, I am pleased to present the QAIHC 2024 Annual Report to our Members and stakeholders.

QAIHC enjoyed a productive year advocating for and supporting our 33 Members across Queensland.

We were successful in securing a \$44.2 million investment over four years to strengthen the Aboriginal and Torres Strait Islander community controlled health sector in Queensland. This funding will further enhance our self determination of the health system, build QAIHC's capacity for policy, advocacy and Member support; will support the CaTHC (Cape and Torres Health Commissioning) initiative and allow new investments in building the capability and capacity of the sector regionally.

During the reporting period, QAIHC focused on preparing to maximise the new investments. This preparatory

work is already paying dividends, as demonstrated by the comprehensive consultations we conducted in October and November of 2024 which will guide the implementation of our 10-year Blueprint for Reform and allow our sector to grow.

During the 2023/2024 financial year, QAIHC continued to lead the establishment and foundation of a new and effective whole-of-population community-controlled health commissioning body in the Cape and Torres regions. Significant milestones included the official incorporation of the CaTHC organisation and the establishment of its Board of Directors.

QAIHC partnered with Queensland Health and our regional body, IUIH, to advocate for significant reforms to the National Health Reform Agreement (NHRA), emphasising that ACCHOs must become recognised providers of health care in Queensland and are an integral part of the Australian health system. If made, these reforms have the potential to unlock new funding and partnership opportunities for the ACCHO sector. Our leadership team was proud to engage with key stakeholders in Canberra and across the nation to champion this priority.

Under the Board's leadership, the QAIHC secretariat has worked to strengthen its capability to meet the needs of our Members and advocate effectively for our sector. We thank Paula Arnol for her leadership and dedication and QAIHC staff for their commitment to ensuring QAIHC's success as credible advocate for our sector. As an organisation, QAIHC is increasingly engaging effectively with Members, key stakeholders and governments, including to secure new funding and create effective partnerships.

Although it has been a successful year, it has also been marked by loss. On behalf of the Board, I pay my respects to the Elders and leaders who have passed during the year. I pay tribute to their legacy and the work of those who follow in their footsteps to care for our communities and improve the health and well-being of our people.

I would like to acknowledge my fellow QAIHC Board Members, both past and present, for their contribution and advocacy on behalf of our sector.

Finally, thank you to our Members for your passion and commitment to ensuring the delivery of culturally safe comprehensive primary health care to Aboriginal and Torres Strait Islander Queenslanders.



Paula Arnol,
QAIHC A/CEO

A message from our CEO

As we reflect on the past year, QAIHC has worked to strengthen our internal structures and capability.

Our focus has been on ensuring that we have the right foundations in place to support our Members effectively and advocate strongly for the ACCHO sector.

A key priority during this reporting period has been the recruitment of skilled staff to improve QAIHC's capacity for Member engagement and support, advocacy, and policy analysis. These strategic appointments have been

instrumental in enhancing our ability to serve our Members and position QAIHC as a leader in the sector. While we have made good strides, we acknowledge there is still more work to be done. Strengthening our internal capability remains an ongoing process, and we must continue to invest directly in our organisation and the sector to fully leverage new government policies and strategies, and opportunities for sector growth.

As we have built our capability — including the rebuilding of our workforce strategy — we have also identified opportunities to better align our business practices with the needs of our Members. Through our engagement activities, we have received valuable feedback that has shaped our thinking and priorities. We are excited by the opportunities ahead to act on what we have heard and continue the transformation of QAIHC into the powerful advocate our Members expect and deserve.

Unfortunately, as our Chairman has said, 2024 was a year marked by loss. We pay our respects to all those we have lost. We recognise, respect and remember them. On behalf of QAIHC it is appropriate that I pay particular respect to our former CEO, and my true friend, Cleveland Fagan who passed away in June 2024. Cleveland made a significant contribution to our sector and is deeply missed. We extend our deepest sympathies to Ruth and family.

I want to take this opportunity to express my gratitude to our Members for their unwavering commitment to caring for Aboriginal and Torres Strait Islander people. Your dedication is the driving force behind everything we do. I also extend my sincere thanks to the QAIHC team for their hard work and commitment throughout this transformation process. Together, we are building a stronger, more effective QAIHC for the future.

Board of Directors (2023-2024)



Matthew Cooke
Chairperson



Rachel Atkinson
Deputy Chairperson



Debra Malthouse
Regional Director
Far North Queensland
(until 2 May 2024)



Noeleen Selke
Regional Director
Far North Queensland
(Started 2 May 2024)



Dorothy Smith
Regional Director
North & North West
Queensland



Stevan Ober
Regional Director
Central Queensland



Sheryl Lawton
Regional Director
South & South West
Queensland



David Collins
Regional Director
South East Queensland



Adrian Carson
Skills-based Director

The 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.

The Board of Directors oversee 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, five (5) Board meetings of Directors were held. Attendances by each director were as follows:

Director	Eligible Board Meetings	Board Meetings Attended
Matthew Cooke	5	5
Rachel Atkinson	5	4
Debra Malthouse	4	1
Noeleen Selke	1	1
Dorothy Smith	5	4
Stevan Ober	3	3
Sheryl Lawton	5	5
David Collins	5	4
Adrian Carson	5	5

Our Members

FAR NORTH QUEENSLAND



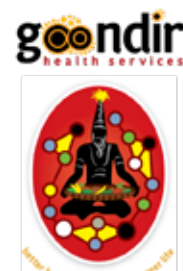
NORTH AND NORTH WEST QUEENSLAND



CENTRAL QUEENSLAND



SOUTH AND SOUTH WEST QUEENSLAND



SOUTH EAST QUEENSLAND



The Way Forward

During the reporting period, QAIHC worked to refocus our efforts — to truly advocate for, and support, our Members to make real change. We have worked to ensure our priorities respond to the needs of the 33 ACCHOs we represent.

In July 2024, QAIHC launched Strong sector, strong system: QAIHC's Ten-Year Blueprint 2024-2034 for a strong Aboriginal and Torres Strait Islander community-controlled health sector in Queensland at QAIHC's Statewide Board Chair and CEO Forum. At the launch, QAIHC made a commitment to engage widely with its Members to ensure their voices were genuinely reflected in the Blueprint implementation plan.

We focused our efforts on developing our policy and advocacy positions, working to rebuild our Member engagement functions and planning and preparing for a meaningful engagement with the Sector.

In early 2025, this work culminated in QAIHC's Statewide Engagement Roadshow. The Roadshow focused on:

- **Blueprint implementation** — we listened to Members to understand their key priorities for QAIHC to focus its efforts on their behalf.
- **Regional partnership opportunities** — we worked with Members to identify opportunities to maximise the investment for the sector through potential regional partnership opportunities.
- **NHRA review opportunities** — we understood what tools and templates would support Members to access potential funding opportunities resulting from the National Health Reform Agreement (NHRA) review.
- **Member Support Priorities** — we determined the Member-specific priorities QAIHC can support Members to address.

Key themes that emerged from this engagement were expanding partnerships, building Members' capacity, integrating health services, promoting cultural safety, and strengthening governance. These themes and the findings from this engagement will be presented to Members as QAIHC's commitment for real change moving forward. Ongoing monitoring and evaluation of this work will ensure we work with Members to respond to their evolving needs. This strategic approach aims to advance Queensland's ACCHO sector, improving health outcomes and community wellbeing for Aboriginal and Torres Strait Islander people.

The Board is confident our next annual report will reflect the results of this focused effort and advocacy through new investments in the sector's capability and capacity.





Strong sector, strong system: QAIHC’s Ten-Year Blueprint

for a strong Aboriginal and Torres Strait Islander community-controlled health sector



Blueprint 2024-2034

health sector in Queensland.

self-determining, healthy and strong.

ally unified, locally controlled health sector, that deliver integrated services through a statewide ACCHO model of care framework.

re partner in an integrated, sustainable and equitable health system.

high-quality, integrated, culturally safe care focusing on:

Sector-wide strengthening

Ensure our Members are collectively empowered to
ty, integrated, culturally safe care that meet the needs
our people and communities.

Focused Member support

QAIHC grows and advances the capacity and capability of our Members
to realise their full potential.

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Strong system

ACCHOs collaborate with partners across the health
system to lead an agile, holistic approach. Strong
partnerships support collaboration and clinicians
to work to their full scope of practice. Local and
regional governance arrangements encourage care
delivered in community and a seamless patient
transition between sectors.

QAIHC will:

- promote intersectoral and cross-portfolio collaboration
- bolster collaboration in local health needs assessment and planning to support a system-wide approach for targeted and timely services that deliver for local communities
- focus on early intervention and care in community,
- utilise data to drive health equity, reduce health inequalities and deliver higher value care
- strengthen governance structures and mechanisms to facilitate effective Indigenous-led, community-controlled healthcare commissioning.

Strong structures

Our sector shares its knowledge, expertise and
leadership to drive reform.

QAIHC will:

- drive reforms that facilitate reciprocal engagement between system partners to share data, workforce, infrastructure and incentives
- share our sector's expertise to advance innovation across the health system and empower its workforce
- harness opportunities for an integrated, high-value health system, promoting ACCHOs as an effective model for enabling system-wide sustainability
- embed governance and accountability frameworks that measures health system performance in a way that is meaningful for Aboriginal and Torres Strait Islander people.

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- Sustained investment in capacity building

- Skilled, valued and empowered workforce

- Culture and governance that fosters innovation and self-determination

diversified
funding

- System, sector and organisational leadership and governance

- Evidence-based, statewide model of care framework

- A workforce that is equipped and empowered to represent and support

Advocacy, Policy and Public Health

QAIHC has played a key leadership role in shaping public health policies, leveraging our clinical network to ensure critical issues — such as medication shortages — are addressed by governments. We will continue to fulfill this vital public health role, advocating for solutions that benefit our communities and the broader health system.

QAIHC fought for our sector — its aspirations, experience and innovation — through our advocacy to Queensland Health, culminating in a successful budget bid to the State Government. The government's new investment, announced in response to this bid, will help reshape the health system to better meet the needs of Aboriginal and Torres Strait Islander people.

QAIHC will continue to advocate for the sector to be recognised as a core partner in an equitable health system with the locally controlled and integrated delivery of services.

QAIHC played a pivotal role in negotiations with federal and state governments, as well as sector affiliates, to secure amendments to the National Health Reform Agreement. This advocacy aimed to explicitly recognise ACCHOs as legitimate participants in the health system, reinforcing their essential role in service delivery.

We continue to advocate for greater recognition of ACCHOs in hospital planning and service delivery, pushing for improved funding and enhanced collaboration with primary and local health networks to integrate hospital services more effectively.

Through QAIHC's stakeholder engagement over the past year, and the findings of the Productivity Commission, it is evident that stronger progress is needed on the national and jurisdictional agendas of the *National Agreement on Closing the Gap*. Urgent action is required to prioritise the Priority Reforms and to implement measurable progress across all levels of government.

QAIHC is advocating for deeper partnerships with ACCHOs in alignment with the Priority Reforms, focusing on the establishment and enhancement of local and regional place-based partnerships to embed the ACCHO sector within the mainstream health system. Strengthening these partnerships will support Members in expanding their scope, increasing access to mainstream funding, and improving their communities' access to culturally safe services and care. QAIHC now seeks to review and reshape Queensland's Closing the Gap governance structures to ensure

peak bodies are adequately resourced to partner with the government in achieving these goals.

On 1 May 2024, Cape and Torres Health Commissioning Ltd (CaTHC) was incorporated as a company limited by guarantee. CaTHC is the first of its kind: a community-controlled regional health commissioning organisation established to deliver accessible, equitable, and sustainable healthcare for people and communities throughout the Cape York, Torres Strait, and Northern Peninsula Area (NPA) regions. Over the next 10 years, CaTHC will engage with local communities, building its capacity and capability to plan and purchase health services for the entire region. This will drive collaboration, integration, and better planning and investment decisions across healthcare settings. The CaTHC Board of Directors, chaired by Aileen Addo, has identified several immediate priorities to establish a solid foundation for CaTHC's two-year foundational phase. In late 2024, CaTHC welcomed its Chief Executive Officer, Abbe Anderson, who is working closely with the Board to implement their strategic priorities.

Throughout the year, QAIHC has continued to build on its advocacy efforts for equitable access to disability support services for all Aboriginal and Torres Strait Islander peoples with a disability. We are working with the Department of Families, Seniors, Disability Services and Child Safety to adopt a peak function within the disability services sector. This initiative aims to support organisations that currently deliver — or are planning to deliver — disability supports and services, ensuring that culturally appropriate care is more readily available across Queensland, particularly in rural and remote communities.



Member Engagement and Support

QAIHC regularly provides support to its Members across Queensland to allow them to focus on delivering the best health and wellbeing to their communities.

In looking back at 2024, QAIHC has seen a significant increase in interactions with Members. In the first half of the year, QAIHC hosted a number of statewide forums, ranging from the Statewide Social and Emotional Wellbeing (SEWB) Forum, Accreditation and Human Resource Workshops and a Cancer Workshop. In the second half of the year, QAIHC focused on building Member engagement and as part of the Blueprint discussions, the team had the opportunity to listen and confirm Member priorities.

The direct discussions highlighted where QAIHC needs to strengthen its skills and take greater responsibility to better support Member needs. As well, QAIHC has continued to provide a series of backroom services where required, including finance, payroll, IT, business support and accreditation. QAIHC will continue to focus on the needs of its Members.

QAIHC has stepped up in driving workforce development through programs that support professional development and employment pathways for Aboriginal and Torres Strait Islander health professionals. During this period, QAIHC, in partnership with Members, supported 176 trainees across its various workforce programs including health workers, health practitioners, SEWB counsellors and administration. These programs contribute to a skilled, culturally safe, and sustainable workforce for the sector in Queensland, a key part to growing economic and education opportunities.

QAIHC has continued its focus on youth with the rollout of 10 youth hubs across Queensland, leading to opportunities for youth engaged with our Members to share perspectives and put health in their own words. While a great learning experience, QAIHC needs to look forward on how to continue this story, particularly in the area of SEWB and mental health.

With increasing economic, social and SEWB-related challenges, QAIHC is ensuring SEWB remains central to its Model of Care. QAIHC continues state-level advocacy to affirm SEWB's role in holistic health for Aboriginal and Torres Strait Islander people. It is critical that core SEWB investment is distinguishable from, but supportive of, acute mental health and alcohol and other drug treatments.

QAIHC hosted the SEWB State Gathering in March 2024, with plans for another in mid-2025. QAIHC also facilitated regional workshops and training events for improved Member engagement. QAIHC has also worked with Members in both the Cherbourg and Cairns regions around suicide prevention activities under the Culture Care Connect program. This and other activities Members are participating in within this space are much needed.

QAIHC staff members have also had the opportunity to celebrate some Members' achievements, including TAIHS' Women of Wisdom group, which continues to empower women from all walks of life, helping them thrive in their social and emotional wellbeing.

CWAATSICH celebrated the opening of a new health and wellbeing centre in Charleville in November, a milestone in growing the region's support services.

Goondir Health Services opened the multi-million-dollar St George Community Wellbeing Centre in 2024, converting the old RSL building into a community space.

Yulu-Burri-Ba marked its 40th anniversary, reflecting on its huge contribution to the Quandamooka people and the broader Aboriginal and Torres Strait Islander Community.

QAIHC's Health Programs team continues to provide advice on specific areas of care, including aged care, prevention and palliative. It is hoped we can expand on this and take a broader life-course approach in the coming years.

QAIHC looks forward to walking together with the sector continuing to face challenges like increasing caseloads and limited government support for addressing inequality.





Optimising New Investments

In the 2024-25 State Budget, the Queensland Government announced \$324.7 million over four years to prioritise First Nations health and wellbeing, representing the biggest allocation ever for the sector.

Leading up to the state budget, QAIHC, in partnership with Queensland's ACCHO sector representatives, had the opportunity to present a unique, extraordinary submission to help shape Queensland Health's thinking. As a result, \$156.7 million was allocated to the ACCHO sector under Queensland Health's priority area, Reshaping the System.

As \$26 million (\$4 million in 2024-25) of this funding is yet to be allocated, QAIHC in partnership with its Members will carefully plan and strategise how best to maximise this funding to empower and optimise our sector.

QAIHC advocated for investments in:

Strong sector, strong system:

QAIHC is a member service organisation; by advocating for the sector and empowering our Members to provide comprehensive primary health care to their communities, we contribute to the health and wellbeing of Aboriginal and Torres Strait Islander communities through strategic policy influence, robust community engagement, and focused Member support. Reinforced by our Blueprint implementation plan, QAIHC will target key priorities of Members to close the gap.

These priorities are system reform, creating and improving health system partnerships, and strengthening our evidence-base through enhanced data collection and analysis.

Strengthening the capability and capacity of the sector

In 2024-25, QAIHC received funding to explore opportunities to increase the capability and capacity of ACCHOs and to develop a plan for future regional investment across the sector. To date, QAIHC has worked with regional, rural, and remote Member services to identify these opportunities, which will be presented to Queensland Health and Members in 2025.

Health equity

QAIHC has been reviewing the Health Equity landscape to identify gaps and opportunities for improvement in HHS Health Equity strategies and their implementation to ensure alignment with legislation and best practices.

This review aims to assist Members services by ensuring Health Equity is at the forefront of the organisation's initiatives. QAIHC has been working to implement an accountability matrix to evaluate the implementation and effectiveness of Health Equity strategies through cross-checking alignment with the strategies' KPIs. QAIHC is conducting a detailed review of these and consulting with the ACCHO sector to understand their experiences, as compared to the findings from the review.

Population health

QAIHC will prioritise investment in population health by focusing on preventive health care, health promotion, data-driven strategies, and community engagement by our public health division. The aim is to allocate resources to early intervention programs and continuing quality improvement supports to foster health service capacity, through evidence-based practices to ensure impactful and sustainable health and wellbeing outcomes.



2023-2024 Financial Snapshot

For the 2023-2024 financial year, QAIHC reported an annual revenue of \$15,391,535. Net surplus for the year was \$39,347.

These results build on the strong equity base accumulated over the previous years and further strengthen QAIHC's financial position.

QAIHC continues to invest in its people, systems and infrastructure to further enable its ability to support the growing Queensland Aboriginal and Torres Strait Islander Community Controlled Health Sector.

As QAIHC looks ahead towards growth and expansion, it remains committed to fiscal prudence to ensure sustainability and service delivery to this Sector.

For more detailed information, please refer to the full Audited Annual Financial Report which is available on QAIHC's 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 2023-2024, QAIHC received revenue from three key funding sources. These sources included:

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

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

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 2023-2024 QAIHC generated \$1,252,975 from commercial business activity to reinvest into the organisation for ongoing organisational and employee development, events and new products and services.

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 2023-2024, QAIHC received \$3,235,033 from NACCHO in organisational funding support for the Queensland Aboriginal and Torres Strait Islander Health Sector and a further \$1,580,020 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 2023-2024, QAIHC received \$5,732,809 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

Other income

In 2023-2024, 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.

Independent Auditor's Report to the members of Queensland Aboriginal and Islander Health Council Ltd

Report on the Summary Financial Report

Opinion

The summary financial statements, which comprise the summary statement of financial position as at 30 June 2024, the summary statement of comprehensive income and summary statement of changes in equity are derived from the audited financial report of Queensland Aboriginal and Islander Health Council Ltd for the year ended 30 June 2024.

Summary Financial statements

The summary financial statements do not contain all the disclosures required under the Australian Charities and Not-for-profits Commission Act 2012. Reading the summary financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report and the auditor's report thereon.

The Audited Financial Report and the Report Thereon

We expressed an unmodified audit opinion on the audited financial report in our report dated 12 November 2024. The unmodified audit opinion is included in the 2024 audited Financial Report.

The Directors' Responsibility for the Summary Financial Statements

Directors are responsible for the preparation of the summary financial statements which does not include a summary of the key financial accounting policies. Those policies should be accessed by reference to the audited financial report.

Auditor's Responsibilities

Our responsibility is to express an opinion on whether the summary financial statements are consistent, in all material respects, with the audited financial report based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

Forvis Mazars Assurance Pty Limited
Authorised Audit Company: 338599



Michael Georghiou

Director

Brisbane, 27 February 2025





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and Islander Health
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