

Annual report 2024–25



Acknowledgements

In the spirit of unity and respect, BreastScreen Victoria acknowledges the First Peoples of these lands and waterways. We recognise their deep connection to the earth and the importance of holistic wellbeing as we embark on our shared journey of breast health.

There are many terms to describe Aboriginal and/ or Torres Strait Islander peoples living in Victoria. This includes First Nations People, Sovereign Nations, Indigenous Australians, Traditional Owners etc. In this report, to be inclusive and respectful, we have chosen to use the term Aboriginal.

BreastScreen Victoria is committed to ensuring we offer a welcoming, safe and accessible service for all eligible Victorians.

BreastScreen Victoria gratefully acknowledges the support of the Australian Government Department of Health and Aged Care and the Victorian Department of Health.

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Copies of this report are available at:

 www.breastscreen.org.au
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Financial Report

The BreastScreen Victoria Inc. Financial Report for the Year ended 30 June 2025 has been produced as a separate document. Copies are available at www.breastscreen.org.au

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Overview

At BreastScreen Victoria, we save lives and reduce the impact of breast cancer through early detection.



From our Chair

On behalf of BreastScreen Victoria's Board, I'm pleased to present our 2024–25 Annual Report. Over the last 12 months, we've seen remarkable progress with another year of record screening numbers as Victoria's breast screening participation rate continues to grow.

Equity has remained a strong focus for the organisation. We're proud to launch the new Women's Health Mobile clinic pilot in partnership with the Victorian Department of Health. This new service is helping us reach more women in rural and regional areas who may face barriers to screening and to broader women's health care. We've also received government funding to launch a new equity-focused mobile screening van to improve participation for priority populations.

It has also been a year of celebration, with BreastScreen Victoria receiving the Excellence in Aboriginal Health and Wellbeing Award at the 2024 Victorian Healthcare Awards for the Beautiful Shawl Project. We were also named finalists in the work we do with Culturally and Linguistically Diverse communities. This recognition is a testament to our dedication and deep commitment to client-centred care – and I cannot be prouder of these achievements.

This year marks the final year of our Strategic Plan 2021–2025 and building on this momentum, our new Strategic Plan 2025–2029 will strengthen our focus on putting clients first and achieving excellence in every part of our program. From adopting new technologies to establishing fresh partnerships and ways of working, we'll continue to embrace innovation for better client outcomes and experiences.

Next financial year, we're excited to launch a trial using new software developed using artificial intelligence to read breast screen images alongside radiologists. This trial will look to enhance accuracy, efficiency, and consistency in breast imaging results, with radiologists providing final assessments when needed.



As always, I'm grateful to my Board colleagues for their valuable contributions, which have helped shape our direction and achievements. On their behalf, I'd like to thank outgoing member Jorden Lam, who served as Deputy Chair for four years.

I also want to warmly welcome new members Katrina Enos, Louise Glanville, Dr Angela Williams and Vicky Peters a Dja Dja Wurrung, Yorta Yorta woman, our inaugural First Nations Board member.

The Board and I express our deep thanks to the Australian and Victorian Governments for their continued support of BreastScreen Victoria.

Finally, I would like to thank CEO Rita Butera, the Executive team, staff and partners. I am privileged to work alongside and support our dedicated, talented and client-focused BreastScreen Victoria team. We look forward to achieving even greater outcomes in the coming year.

Dr Elisabet Wreme
Board Chair

From our CEO

The past year has been a milestone in our journey, one filled with growth, innovation and deep commitment to the women we serve.

Building on the strength of our Strategic Plan, we've achieved record screening numbers, with a total of 292,054, which is close to 9,000 more screens than last year.

At the same time, we delivered new clinics and commenced work on redeveloping two Reading and Assessment Services under our Service Expansion Plan, extending our reach and strengthening equitable access to our life-saving service.

An important addition to our program is breast density reporting. By June 2025, close to 135,000 clients had received their breast density report with their result letter. This change aligns with our efforts and focus of providing essential information to women that empowers them to make informed decisions about their breast health.

This year, our Consumer Network doubled in size, now connecting with over 6,000 members across Victoria. This vibrant and diverse community of clients, carers and loved ones keeps client voices at the heart of our service. Their contribution continues to shape our program, campaigns and policies – ensuring our work reflects the real needs of Victorian women.

We relaunched the Aboriginal Consumer Advisory Group (ACAG) to strengthen the voice of Aboriginal women in our program. Alongside this, we advanced our Reconciliation Action Plan (RAP) and Disability Action Plan (DAP), deepening our commitment to equity and inclusion.

We're also proud to have achieved Rainbow Tick reaccreditation and Inclusive Employer status – recognition of our efforts to create a safe and inclusive environment for all clients and staff.

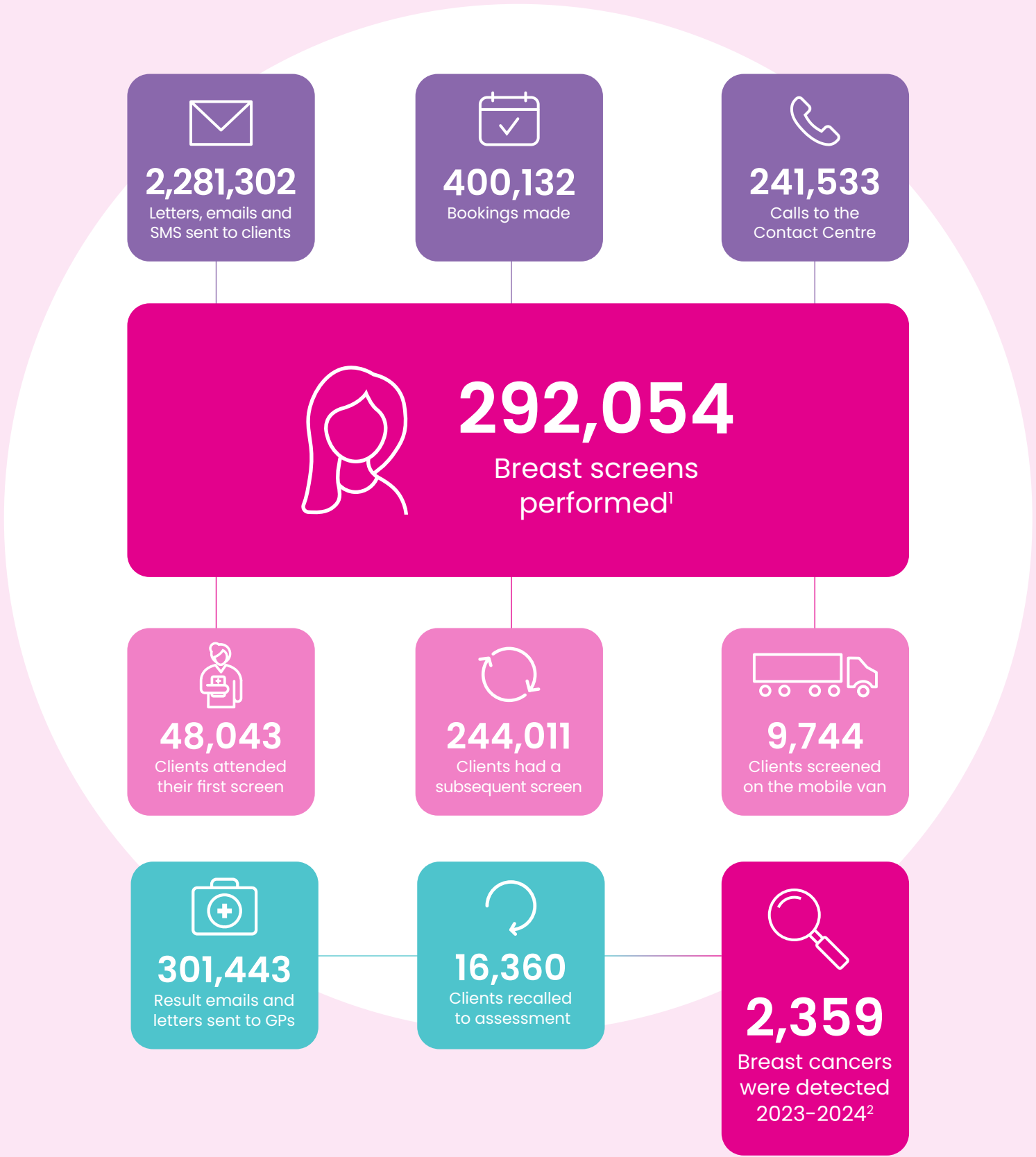


I would like to thank our Chair, Dr Elisabet Wreme, for her support during the year, and to all Board members for their ongoing contributions alongside the Executive team.

Finally, thank you to every member of the BreastScreen Victoria team for their compassion and dedication. Everyone across the service should be immensely proud of what we have all achieved together.

Rita Butera
Chief Executive Officer

2024–25 at a glance



2024–25 Financial highlights

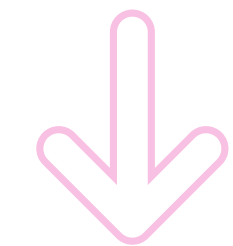
	2024–25	2023–24
Breast screens	292,054	282,878
	\$	\$
Screening, reading and assessment costs	44,865,109	42,218,687
Coordination Unit costs	18,417,501	16,439,565
Special Projects	4,715,024	4,383,936

1 This figure includes 2,368 Victorian clients who screened in NSW.
2 Information about diagnosed cancers is collected in the six-month period following a referral from BreastScreen Victoria, and reported from the previous financial year to ensure all diagnoses are captured within this period. Of cancers diagnosed, 1,821 were invasive cancers and 538 were ductal carcinoma in situ (DCIS).

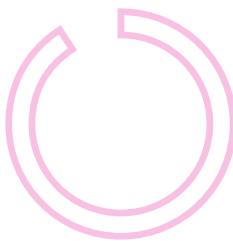
Our purpose

As a population screening program, we save lives and reduce the impact of breast cancer through early detection. Our network of services and dedicated staff work as one team to provide high-quality and inclusive care.

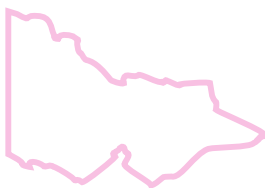
Breast screening is known to be most effective in reducing breast cancer deaths and the impact of treatment among women aged 50 to 74 years. Since the BreastScreen Australia program began in 1991, the mortality rate from breast cancer has decreased significantly across Victoria and Australia.



50%
50% decrease in breast cancer mortality in women aged 50 to 74 since 1991.¹
Reporting period 1991–2022



92%
Australia now has one of the best breast cancer survival rates in the world – 92% after 5 years.¹
Reporting period Jan 2016–Dec 2020



48%
BreastScreen Victoria diagnoses 48% of all breast cancers in Victoria.²
Reporting period Jan 2023–Dec 2023



BreastScreen Victoria staff

Our values

Our values guide how we work together to provide a high-quality and inclusive service to our clients. The values also keep us aligned with BreastScreen Victoria’s strategic goals – and shape the decisions we make every day.

Caring

We care about our clients by showing them kindness, empathy and consideration so they feel confident about their breast screen and share their experience with others.

Respect

We treat our clients and each other with respect by listening and being fair and courteous so we can better understand each other.

Teamwork

We collaborate and support one another to achieve our shared purpose as One BreastScreen Victoria Team.

Inclusion

We create a safe space and remove barriers to participation, so that every client and colleague feels welcome in our service and organisation.

Strategic Plan 2021–25

This is the final year of BreastScreen Victoria’s Strategic Plan 2021–2025. This Plan brings together our Screening Services, Reading and Assessment Services, Mobile Screening Services and the BreastScreen Victoria

Coordination Unit under one shared vision and purpose: to reduce the impact of breast cancer and save lives through early detection. Our Strategic Plan is guided by four focus areas:

Client First

Clients come first in everything we do and we seek their contribution to the planning and delivery of a service that delivers a high-quality experience.

Goals

- 1.1 Our clients are satisfied with the service they experience at BreastScreen Victoria and continue to return to screen.
- 1.2 There are a broad range of opportunities throughout our network of services for consumers and clients to contribute feedback that informs our work.
- 1.3 Consumers and clients are actively engaged in the development and design of our programs and services.
- 1.4 We contribute to research that leads to improvements to the breast screening model.

One BreastScreen Victoria Team

Our Screening Services, Reading and Assessment Services and BreastScreen Coordination Unit work as one cohesive and integrated team with a shared vision and purpose focused on delivering the best possible health outcomes.

Goals

- 2.1 There is an alignment of values and purpose across the BreastScreen Coordination Unit, Screening Services, Reading and Assessment Services and all those involved in providing our service.
- 2.2 Our workforce is engaged and shares knowledge across all parts of our service.
- 2.3 BreastScreen Victoria is a place where people want to work – this includes our Screening Services, Reading and Assessment Services and the BreastScreen Coordination Unit.
- 2.4 We collaborate and have smart ways of working across all aspects of BreastScreen Victoria.

Our focus areas

A High Quality Service

Continuous quality improvement is central to our work, ensuring the delivery of high-quality and evidence-based services that meet the needs of our clients throughout their experience with our service.

Goals

- 3.1 BreastScreen Victoria delivers a high-quality and effective service in line with National Accreditation Standards.
- 3.2 We have systems in place to share information and to drive quality improvement.
- 3.3 We collect and use the data and evidence required to continuously improve our service and the way we work.
- 3.4 We have reliable and effective technology in place across all aspects of our service.

Supporting Diversity and Inclusion

We support diverse communities who may be less likely to come to BreastScreen Victoria so they can understand the importance of screening and improve their access to a culturally safe and inclusive service.

Goals

- 4.1 We gather evidence to understand the experiences of diverse consumers and clients.
- 4.2 BreastScreen Victoria is an inclusive service that is culturally safe and accessible to all consumers and clients.
- 4.3 Our diverse community understand the importance of population-based breast screening.
- 4.4 We collaborate with partner organisations to help us reach and engage diverse community groups.

¹ Australian Institute of Health and Welfare (2024) BreastScreen Australia monitoring report 2024, catalogue number CAN 162, AIHW, Australian Government
² Victorian Cancer Registry. Cancer in Victoria, 2023. Cancer Council Victoria, 2023.

Our focus areas

Four focus areas guide our work and unite us with a shared vision and purpose.



Client First

Ensuring a consistent client experience

This financial year, our Relationship team visited all 54 clinics to ensure consistent service delivery across the state.

Key achievements included:

- Providing a standard pack of client information resources at each clinic
- Displaying the Reconciliation Action Plan artwork at clinics and on both vans
- Installing new Acknowledgement of Country plaques in clinics and both vans
- Supplying maps with clear location and transport information for clients



BreastScreen Victoria staff

Improving our client's booking experience

Around 60% of our clients booked their breast screens online this year – a clear sign of the growing preference for digital access.

To support this, we improved our online booking portal based on client feedback and data insights. Key enhancements include:

- Redesigning the booking layout, giving clients more flexibility when choosing appointments
- Making same-day appointments available online (previously only offered via our contact centre)

At the same time, our contact centre remained busy, receiving almost 242,000 calls this year.

While many of these calls were for bookings, our team also supported clients with:

- General program enquiries
- Breast symptom concerns
- Diagnostic mammogram referrals
- Online booking support
- Clinic locations and directions

These conversations highlight the Client Contact team's essential role in providing reassurance and guidance. As online bookings grow, we expect calls to increasingly focus on more complex needs, requiring our team's specialised knowledge and support.

Partnering with MPs to promote breast screening

In 2024, we ran our Victorian Parliamentary scorecard campaign. Using the latest participation data, we provided 88 Members of the Victorian Parliament's Legislative Assembly with local screening insights. This includes the 2022–2024 participation rates for their Local Government Area, compared with the state-wide figure.

Each MP also received a ready-to-use toolkit of templates to share within their electorate, so they can encourage their constituents, particularly women aged 50 to 74 without breast symptoms, to book a breast screen.



Mary-Anne Thomas MP Minister for Health, BreastScreen Victoria staff and other guests

Advancing women's health care in regional communities

In partnership with the Department of Health, we launched a new mobile women's health clinic pilot in January 2025 to improve access to care for women in rural and regional Victoria.

Building on the success of our mobile screening vans, the service brings a broader range of women's health care directly to communities where services are limited and wait times can be long.

The van also visited Aboriginal and Torres Strait Islander communities and worked with local Aboriginal Community Controlled Organisations (ACCO) to deliver services.

The clinic was officially launched by the Hon. Mary-Anne Thomas, Minister of Health and in its first six months, it delivered 316 appointments to 289 clients. Their ages ranged from 10 to 84 years.

So far, the clinic has visited Mount Beauty, Edenhope, Daylesford, Bendigo (ACCO), Echuca (ACCO), St Arnaud, Birchip, Warracknabeal, Nhill, Apollo Bay and Heywood (ACCO). We plan to reach at least nine more rural and regional towns by January 2026.

For many women, one barrier is the challenge of discussing personal or sensitive issues within their local community. By addressing this and other common barriers, the mobile clinic is helping more Victorian women access breast screening and sexual and reproductive health care.

Reaching the community at Melbourne International Flower and Garden Show

The Melbourne International Flower and Garden Show was a wonderful chance to connect with the community and start essential conversations about the importance of breast screening.

Over five days, we booked 146 appointments – including for 75 new clients. We also welcomed 55 people to our Consumer Network.

This is the sixth time we have been to this event, which attracts many Victorian visitors in our screening age range.



BreastScreen Victoria clients

Client First

Growing our communication channels and resources

This year, our communication strategies helped us connect with more people – and in more meaningful ways – across multiple channels.

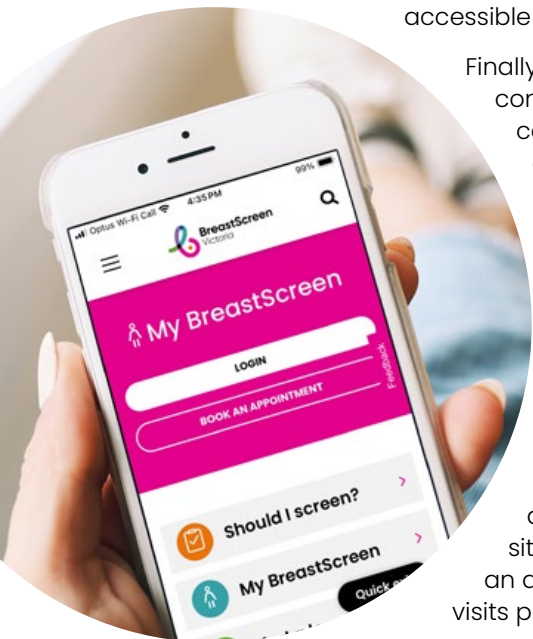
In October 2024, we brought social media capabilities in-house. As a result, our audiences across Facebook, Instagram and LinkedIn grew by over 10%. And in the past 12 months, our content has been viewed nearly three million times across organic and paid social channels.

We also partnered with social media influencers to reach a wider audience and make the screening experience relatable. These campaigns reached almost 20,500 age-eligible community members and led to several hundred online bookings.

Diversity, equity and inclusion remain a strong focus in all our communications. Working with consumers and partners representing priority populations, we were able to share targeted program messages through videos, website stories and media opportunities.

We've also expanded our Easy Read guides, translated materials and tailored resources for Aboriginal and Torres Strait Islander communities. Our resources are now available in 40 languages, all accessible on our website.

Finally, following a comprehensive content review and client feedback, we enhanced our website. A key change was adding Google Translate – which means our content can now be read in over 100 languages. This is a vital feature for a site that welcomes an average of 60,000 visits per month.



BreastScreen Victoria consumers

Strengthening our Consumer Advisory Groups

We've expanded and improved our formal consumer advisory program to ensure a broader range of voices help shape our work. Specifically, we:

- Welcomed new members to our Consumer Advisory Group (CAG)
- Relaunched our Aboriginal Consumer Advisory Group (ACAG)
- Relaunched our LGBTIQ+ stakeholder group
- Established a new Disability Consumer Advisory Group (DCAG)
- Refreshed our Service Quality Committee's consumer terms of reference

These groups bring together around 50 members from both regional and metropolitan Victoria. Meeting up to four times a year, they provide valuable feedback, share lived experiences and co-design service improvements.

Our Consumer Advisory Groups play a key role in reflecting client expectations during policy development. They provide input into strategic priorities and help us shape culturally safe and client-focused experiences. Through our engagement program, we continue to embed best practice in client experience, service delivery models and accessibility.

Supporting screening participation and capacity

The Screening Participation and Throughput Plan concluded on 30 June. Thank you to the Department of Health for supporting this plan to grow our service, as well as deliver innovative projects to ensure the sustainability of our program.

The plan delivered against three key areas:

1. Screening, Reading and Assessment support: Several clinics expanded their service, offering extra, out-of-hours appointments. We also opened 12 new sites.
2. Ageing equipment replacement: We installed 15 new modalities to replace our oldest equipment across the state.
3. New project implementation: We introduced several initiatives across the program, including:

Automated Image Quality review

We introduced automated quality improvement software that provides radiographers objective feedback on mammogram quality, including positioning and compression, to improve accuracy and consistency in every screen.

Risk Management platform

We implemented 'RiskWare', a new platform to support our Risk Management Framework and Incident and

Crisis Management Policy. This helps us ensure a consistent and effective approach to managing incidents and risks.

Data Automation and Efficiency project

This project focuses on improvements to ensure we can leverage information from the Victorian Cancer Registry. These changes reduce our administrative tasks and help ensure we don't send invitations to clients incorrectly.

Remote Reading

Remote reading enables radiologists to review screening images from any approved, secure location – including their home office or hospital. This flexibility helps ensure images can be read quickly and efficiently, without the need to be onsite.

Disability Action Plan

Our Disability Action Plan sets out a clear path to enhance disability inclusion across our service delivery, recruitment, and staff learning and development.

Reconciliation Action Plan

Our Reconciliation Action Plan aims to remove barriers, increase breast screening rates and support early detection of breast cancer in First Nations women.

Expanding our Consumer Network

Our state-wide Consumer Network doubled in size and now engages over 6,000 members.

This vibrant and diverse community of clients and their carers or loved ones continues to shape and strengthen our program, campaigns and policies – ensuring our work reflects the needs of Victorian women.



BreastScreen Victoria consumers

Client First

Supporting research to drive better health outcomes

At BreastScreen Victoria, we support research to improve health outcomes and maximise the impact of our population-based breast cancer screening program.

In 2024–25, we contributed to several research projects by:

- Helping define key research questions
- Sharing our data
- Collaborating on research projects and publications
- Applying research outcomes to improve our program

We also proudly participated in the following research projects:

Association of Breast Arterial Calcification and Cardiovascular Risk

Led by: Associate Professor Nitesh Nerlekar

Partnerships: The Baker Heart and Diabetes Institute, Monash Cardiovascular Research Centre

Funding Acknowledgement: National Health and Medical Research Council

Lifepool

Led by: Professor Ian Campbell

Partnerships: Peter MacCallum Cancer Centre, The University of Melbourne, The Royal Melbourne Hospital, The Royal Women's Hospital

Funding Acknowledgement: Peter MacCallum Cancer Centre Research Division, National Breast Cancer Foundation

A Randomised Controlled Trial (RCT) to Assess if the Implementation of an AI Mammogram Reader Improves Breast Cancer Screening

Led by: Associate Professor Helen Frazer

Partnerships: St Vincent's Institute of Medical Research, Monash University, BreastScreen South Australia

Funding Acknowledgement: Medical Research Future Fund

New Risk Factors for Breast Cancer Based on Digital Mammograms

Led by: Professor John Hopper and Dr Sue Malta

Partnerships: The University of Melbourne

Funding Acknowledgement: National Breast Cancer Foundation

A Prospective Trial of the Effectiveness of Digital Breast Tomosynthesis Compared to Digital Mammography Screening in BreastScreen

Led by: Professor Nehmat Houssami and Dr Darren Lockie

Partnerships: University of Sydney, Eastern Health

Funding Acknowledgement: National Breast Cancer Foundation, National Health & Medical Research Council

National Data Linkage Study of Late Effects Following Childhood Cancer in Australia

Led by: Professor Peter Baade

Partnerships: Cancer Council Queensland, University of Sydney, The University of Queensland

Funding Acknowledgement: Cancer Australia

Artificial Intelligence (AI) in BreastScreen Victoria Mammogram Reading

Led by: Associate Professor Helen Frazer

Partnerships: Monash Health

Funding Acknowledgement: Victorian Medical Research Acceleration Fund

A Multicentre, Observational, Prospective Clinical Validation Study to Evaluate the BREASTEST® Blood Test for the Detection of Early-Stage Breast Cancer in Women

Led by: Dr David Speakman and Dr Simon Preston

Partnerships: BCAL Diagnostics

Funding Acknowledgement: BCAL Diagnostics

RoBiN (Risk of Breast Neoplasia) Study

Led by: Professor Jon Emery and Dr Anna Withanage Dona

Partnerships: The University of Melbourne, The University of Western Australia, St Vincent's Hospital Melbourne, Imaging Associates, Rhythm Biosciences Limited

Funding Acknowledgement: National Health and Medical Research Council MyBRISK Centre for Research Excellence

MOSAIC – Multicultural Outreach for Screening Awareness & Inclusion Using Co-Design

Led by: Dr Farwa Rizvi

Partnerships: Deakin University, President IndianCare Inc, St Vincent's Hospital Melbourne, Primary Care Collaborative Cancer Clinical (PC4) Trials Group, two GP practices in Victoria

Funding Acknowledgement: Deakin University Postdoctoral Research Fellowship (DUPRF)

Embracing RoBiN to lead the way in risk-based screening

One of our research program's key priorities is to support high-quality studies that will help shape the future of risk-based breast cancer screening.

RoBiN – the Risk of Breast Neoplasia study – is the first Australian pilot to explore how acceptable and feasible personalised breast cancer screening can be.

Led by Professor Jon Emery and Dr Anna Withanage Dona at the University of Melbourne, in partnership with BreastScreen Victoria, the trial is funded by MyBRISK – a National Health and Medical Research Council Centre of Research Excellence.

This trial combines clinical and genomic risk factors to calculate an individual's risk of breast cancer, including:

- Breast density (measured from a mammogram)
- Family history of breast cancer
- Polygenic risk score (from a DNA cheek swab)

Participants and their GPs will receive a risk report with advice on the most appropriate future screening approach.

Between May and September 2025, 150 women aged between 40 and 59 who attended the Burgundy Street clinic in Heidelberg participated in the trial. Results will be available next year.



Dr Anna Withanage Dona, Research Fellow, University of Melbourne and BreastScreen Victoria staff



BreastScreen Victoria consumer

Service Expansion Plan in action

In June 2022, the Victorian Premier and Minister for Health announced a \$20 million funding boost to our program over four years. This investment has enabled us to expand and strengthen our services through three key sub-plans – the Service Plan, the Workforce Plan and the Aboriginal Engagement Plan.

We have already completed a few key items, with others underway. These include:

- Opening a new screening clinic in Ocean Grove
- Commencing redevelopment of the North Western Reading and Assessment Service, with planning underway for the Monash Reading and Assessment Service
- Completing a comprehensive workforce survey in November 2023, leading to improvements in communications between the BreastScreen Victoria Coordination Unit and screening clinics
- Reviewing the Radiographer Training Centre structure and establishing a second training site to increase training capacity
- Strengthening our commitment to culturally safe care for First Nations clients by introducing tailored re-screen invitations
- Establishing the Aboriginal Consumer Advisory Group to further guide culturally safe practices

One BreastScreen Victoria Team



BreastScreen Victoria staff

Furthering our commitment to quality and safety

We're committed to measuring and monitoring our performance to ensure quality and safety, while identifying and reducing risks. We deliver on this commitment by applying strong clinical governance, supported by our Risk Management Framework, and Quality and Clinical Governance Framework.

Our quality governance structure is made up of several key committees and groups:

Quality and Clinical Governance Standing Committee (QCGSC)

The QCGSC is a subcommittee of the Board, chaired by one of its members and supported by other co-opted members and our executive team. It provides advice on quality and clinical governance priorities and direction.

The Victorian Quality Advisory Committee (VQAC)

The VQAC is chaired by our state clinical Directors, and includes members of our executive team, service representatives and consumers. It reviews service data, including accreditation applications and annual data reports, which are submitted to the National Quality Management Committee.

Service Quality Committee (SQC)

Each service holds quarterly SQC meetings, attended by senior service staff, a consumer representative, our Quality and Accreditation Manager, and a member

of our executive team. The SQC reports on adherence to the National Accreditation Standards and shares updates on our service, operations, client feedback and quality initiatives.

Victorian Quality groups

We coordinate a quarterly forum for the Victorian Quality groups to meet with our executives, subject matter experts and service representatives. Program Managers, Radiographers, Nurse Counsellors, Radiologists and Data Managers, as well as representatives from each Reading and Assessment Service, participate in these groups.

Quality groups meet to:

- Share advice, professional support and networking opportunities
- Monitor the quality of service and related activities
- Identify emerging issues
- Recommend practice, process and broader quality improvement initiatives
- Provide expert advice on policies, procedures, work processes and projects
- Lead practice improvements and implement changes in services

Delivering on our workforce action plan

Based on insights from our workforce action survey, our 2024 action plan sets out 13 targeted actions to address three key areas:

1. Reporting, communications and collaboration
2. IT incident resolution and communications
3. Workforce initiatives

One year on, we're proud to report significant progress:

- Five of the 13 actions have been completed
- Three have transitioned into ongoing business as usual
- The remaining five are well underway



BreastScreen Victoria staff



BreastScreen Victoria consumers

One BreastScreen Victoria Team



Nicole Laurie, Director Communications and Client Engagement, Rita Butera, CEO BreastScreen Victoria, and Dr. Niki Vincent, Commissioner for Gender Equality in the Public Sector

A year of cultural recognition and staff engagement

We're proud to maintain a strong, inclusive calendar of staff events each year. These events are critical for recognising, celebrating and educating our workforce. They also strengthen our cultural understanding and reflect our commitment to diversity and inclusion across the organisation.

Key highlights from our annual staff engagement calendar include:

International Women's Day

We hosted a morning tea to celebrate International Women's Day under the theme March Forward. The event featured a conversation between Dr Niki Vincent, Commissioner for Gender Equality in the Public Sector, and our CEO, Rita Butera, exploring leadership, equity, and progress for women in the workplace.

National Reconciliation Week

With open hearts and minds, staff, the Executive Team, and Board members came together to reflect on the importance of reconciliation. We hosted an insightful session by Yorta Yorta woman Seona James, Director of Indigenous Cultural Connections, in which she shared her extensive cultural knowledge.

Trans Awareness Week

A lunch and learn session provided staff with the opportunity to explore ongoing efforts to improve accessibility to our program for LGBTIQ+ communities. This work forms part of our broader Quality Improvement Plan and reflects our commitment to inclusive service delivery.

International Day of People with Disability

We welcomed Melissa from Get Skilled Access, who spoke about the experiences of people with both visible and invisible disabilities. Melissa also highlighted the importance of creating accessible and supportive environments across our clinics and workplaces.

Harmony week

A morning tea celebration where team members shared traditional cuisines from their countries of origin, and staff shared stories to learn about one another's cultures. BreastScreen Victoria's Coordination Unit staff represent 37 nationalities.

IDAHOBIT Day

Staff came together to celebrate IDAHOBIT by choosing to "Go Rainbow". Staff wore rainbow clothing, badges, ribbons, and beads to promote LGBTIQ+ visibility and inclusion. There was a 'Rainbow Wall' encouraging staff to write empowering messages to the community.

These events celebrate our diverse workforce and serve as meaningful opportunities for learning and reflection. They are a vital part of how we build a respectful and connected workplace culture.



Meriki Hood, First Nations Community Engagement Coordinator, Rita Butera, CEO BreastScreen Victoria and Seona James, Director Indigenous Cultural Connections



BreastScreen Victoria staff

Becoming an Inclusive Employer

We're proud to share that the Diversity Council Australia (DCA) named us an Inclusive Employer for 2024-25.

The Inclusive Employer Index is DCA's annual survey to measure diversity and inclusion within Australian workplaces. It also provides organisations with valuable insights, allowing them to compare their results against national and DCA member benchmarks.

This recognition means we exceeded the National Index benchmark across several key areas, including:

- Awareness and engagement
- Fostering an inclusive organisational climate
- Promoting inclusive leadership
- Supporting inclusive teams
- Reducing exclusion

Staff celebrated this achievement by showcasing our Inclusive Employer status in their email banners.



BreastScreen Victoria staff

New branded uniforms for our team

Following feedback from the 2023 service staff survey, we created a modern range of branded uniforms for our radiographers and receptionists. These are now available to order through our online uniform portal.



BreastScreen Victoria staff

One BreastScreen Victoria Team

Staff milestones



Deb Summerbell Nurse Counsellor, Monash



Dr Jill Evans Clinical Director, Monash



Darren Firth IT Systems Architect, Coordination Unit
Dr Mark Cooper Radiologist, Monash
Dr Robert Jarvis Radiologist, Bendigo
Margaret (Kaye) Beattie Nurse Counsellor, Monash
Dr Graeme Campbell Surgeon, Bendigo



Ana Lendrec Administration Officer, Grampians
Katrina Wells Administration Manager, Monash
Liz Lovel Receptionist and Data Clerk, Maroondah
Maria Giampa Communications Assistant, Coordination Unit
Dr Anthony Gray Surgeon, Bendigo
Sally Austin Radiographer, Bendigo



Jenni Clohesy Administration Support, Bendigo (Retired)



A/Prof Elizabeth Penington Designated Surgeon, Bendigo
Anita Lee Receptionist, Monash
Dr Sarah Skinner Radiologist, Bendigo
Jann McNish Data Clerk, Grampians
Dr Matthew Oliver Surgeon, Bendigo
Teck (Rose) Leong Nurse Counsellor, Monash



Amanda Gilbee Radiographer, Bendigo
Bae Cross Radiographer, Geelong and Bendigo
Darren Lockie Radiologist, Monash
Dr Jill Wilkie Clinical Director & Designated Radiologist, Bendigo
Dr John Eng Radiologist, Bendigo
Heather Valeri Data Clerk, Maroondah
Serina Tan Radiographer, Monash



Dr Michelle Wu Radiologist, Maroondah
Elizabeth Knight Nurse Counsellor, Bendigo
Jacinta Gebert Radiographer, Grampians
Judith Chin Radiographer, Monash
Judith Marshall Client Contact Office, Coordination Unit
Maria Ali Client Contact Officer, Coordination Unit
Dr Janine Arnold Surgeon, Bendigo
Tanya Holland Nurse Counsellor, Bendigo



A High Quality Service

A faster and better image sharing platform

Sharing client images is a crucial part of our data teams' work at each Reading and Assessment Service (RAS). With client consent, we obtain images from outside our program to compare with prior screens, which may help reduce unnecessary recalls to assessment.

We also share BreastScreen images with treating physicians and Diagnostic Services Victoria to support accurate diagnosis and ongoing client care.

A recent upgrade now allows image transfers to be completed directly from within our Picture Archiving and Communications System (PACS). This integration streamlines workflow and reduces the risk of delays. Plus, it makes the process faster, simpler and more reliable, improving operations across all RAS centres.

This update has been a great quality improvement for our service; data staff and nurses are very happy to have access to a smooth and efficient process for sending out images. The tomosynthesis image sending process, in particular, is saving us a lot of time.

BreastScreen Victoria Data Manager

The upgrade frees up valuable time for our data teams, enabling them to focus on other critical tasks – like quality assurance – to ensure we maintain high standards of care.



Dr Helen Frazer, State Clinical Director BreastScreen Victoria

Improving our service through feedback

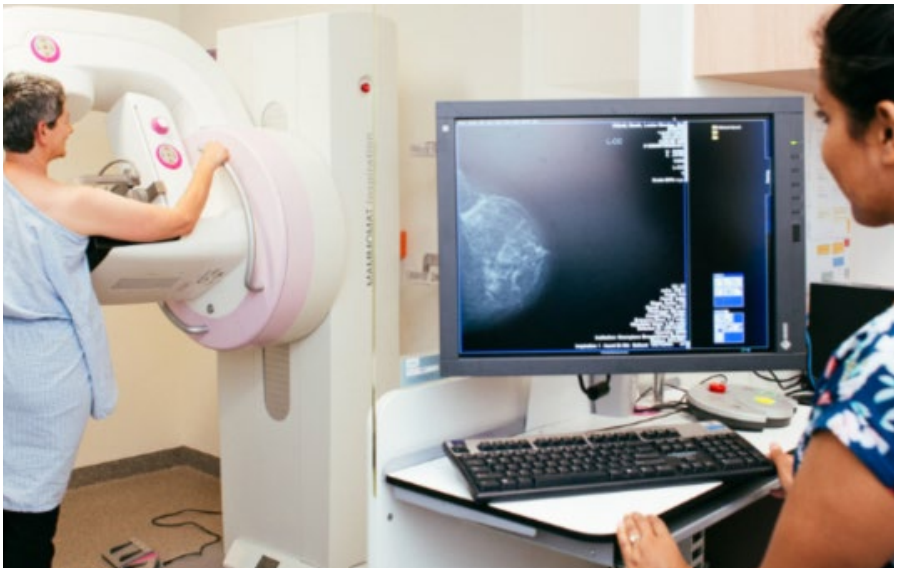
Client and consumer feedback plays a vital role in helping us improve our services. We actively seek input through post-screening and assessment surveys, and this year, more than 77,000 clients participated in this opportunity.

We review this feedback regularly at the clinic, region and state levels, using it to guide service enhancements and improve our accessibility and inclusiveness, policy updates and strategic decisions. Insights are also shared with our Board, ensuring transparency and accountability across the organisation.

Building a stronger complaints framework

In line with the Victorian Ombudsman's Good Practice Guide (2025), we're updating our complaints framework to ensure our system is accessible, safe and inclusive.

The updated framework continues to promote a culture that sees complaints as valuable opportunities to improve, while equipping staff with the training and resources they need to respond effectively.



Client screening

The breast density reporting is a great idea. This is a genius way to deliver the information with the interpretation of the results with the breast results letter. I love this idea, and I hope this will continue with every breast screening I have in the future. Thank you so much. Job well done.

BreastScreen Victoria client

Empowering clients with breast density reporting

In 2024–25, we introduced breast density reporting for all clients. The staged rollout took place from June 2024 to March 2025, beginning at one clinic and gradually expanding across the state. By June 2025, we reached over 135,000 clients.

High breast density can make it harder to detect cancers on a mammogram, as both dense breast tissue and cancers appear white. It can also increase the risk of developing breast cancer – though this should be considered alongside other risk factors, not in isolation.

Our results letters now include:

- Each client's breast density category
- An explanation of what that category means
- Recommended next steps

Clients also receive a fact sheet and access to a dedicated webpage, video and enquiry line – all developed with input from clinical experts and a diverse range of consumers.

The response has been overwhelmingly positive, with clients feeling more empowered to make informed decisions about their breast care.

A smarter approach to risk management

In February, we strengthened our risk management approach by implementing RiskWare. This platform supports our Risk Management Framework and Incident and Crisis Management Policy, improving how we capture, track and respond to incidents.

This has enabled faster action, better insights and greater transparency across the organisation. We have seen a strong uptake by staff, who are actively engaging with the system and showing increased interest in incident management.

Importantly, this innovation has redefined how we approach enterprise risk, prompting deeper analysis of root causes, control effectiveness and treatment plan strategies.

As a result, we're seeing a shift towards a more proactive mindset – which ultimately helps to reduce exposure and stay ahead of emerging risks.

A High Quality Service

Enhancing screening experience for clients with disability

In August, we hosted a forum for BreastScreen Victoria radiographers at the Peter MacCallum Cancer Centre. Sixty radiographers attended to learn more about enhancing the screening experience for clients with disability, as well as for the radiographers performing the screens.

Three consumers with disability took part in a Q&A session, where they shared their personal breast screening experiences.

I have always found the BreastScreen Victoria radiographers extremely professional and gentle. They ask what I am capable of, in terms of how long I can maintain required positions for. It's a delicate balance of getting the images needed for the breast screen and understanding I may not be able to hold myself in certain ways for a long time with my disability. I wish for every person with disability to have the safe and respectful experiences I have had.

BreastScreen Victoria Consumer Network member

After the Q&A, Liz Stewart, Acting Chief Radiographer of Monash BreastScreen, gave a presentation on adapting mammography positioning for clients with disability. Her practical strategies highlighted ways to enhance accessibility and comfort during screenings, reinforcing our commitment to inclusive healthcare.

Sarah Mills, State Radiographer and organiser, said, "The forum was a great opportunity for radiographers to learn from real experiences. It reflects our values of continuous learning, ensures we meet the needs of all clients – particularly those with disabilities – and supports our radiographers in screening these clients."

This forum was both an educational event and a testament to our leadership as we foster an environment where collaboration drives meaningful change. By acting on consumer feedback and investing in our team's skills, we continue to set a high standard for excellence in breast screening across Victoria.

Supporting the radiographer workforce

In partnership with Monash BreastScreen, we're building a stronger radiographer workforce through targeted training and development at our Radiographer Training Centre.

Key initiatives include:

- Expanding training sites: Our Burgundy Street clinic in Heidelberg now offers radiographer training alongside Moorabbin and has successfully supported two trainees to complete their Certificate of Mammographic Practice.
- Enhancing learning resources: We've developed a new online clinical module and updated existing mammography modules to reflect current best practice.
- Streamlining coordination: BreastScreen Victoria now provides administrative support for the Radiographer Training Centre, enabling more efficient use of resources and smoother coordination across sites.

These initiatives are helping us grow a supported, skilled radiographer workforce to meet rising demand and deliver high-quality care across the sector.



Lata Bhatt,
Chief Radiographer
at South Morang



Quality and Clinical Care team

Celebrating accreditation success

Our eight Reading and Assessment Services, along with the BreastScreen Victoria Coordination Unit, undergo accreditation every four years.

This process includes an onsite survey led by a National Surveyor (appointed by BreastScreen Australia) and supported by a team of peers. The survey team then reports its findings to the National Quality Management Committee (NQMC), which makes accreditation decisions based on the report and performance data.

This year, the NQMC reviewed the accreditation applications of North Western, Grampians, St Vincent's and Maroondah BreastScreen. All have been granted accreditation in recognition of the amazing service they provide.

Safeguarding our client data and IT systems

As part of our Cyber Security Program, we run annual cyber incident simulation exercises to test our system resilience, processes and procedures. These exercises ensure we can respond quickly and effectively, while identifying and addressing opportunities to improve. We also conduct annual testing of our critical systems – which store sensitive client data – to strengthen defences against malicious attacks and identify areas for security enhancements.

To safeguard our clients and organisation, we will continue to work with our partners and vendors to ensure all new software and systems meet strict security controls before we introduce them to the program.

Improving IT support with CES

This year, we introduced the Customer Effort Score (CES) to better assess the effectiveness, responsiveness and user-friendliness of our IT support services.

CES focuses on one simple but powerful question asked at the end of each resolved IT ticket: How easy was it to have your issue resolved?

Unlike traditional satisfaction surveys with multiple questions and complex scoring, CES gives a clear and targeted insight into the user experience.

Every response – whether positive or constructive – guides us in our ongoing improvements.

Attending the 14th Breast Imaging Conference

Our team attended the 14th General Breast Imaging Meeting in Melbourne, where we connected with industry leaders and explored the latest advancements in breast imaging.

It was inspiring to hear from international experts like Dr Maxine Jochelson (Breastlink Women's Imaging, Beverly Hills CA) and Dr Rodrigo Alcantara (Hospital Del Mar, Barcelona). We were also privileged to host a series of insightful presentations from Dr Allison Rose, Dr Darren Lockie, Dr Helen Frazer, Dr Jill Evans and Dr Jocelyn Lippey.

We look forward to applying these insights as we continue to improve our services for our clients.



BreastScreen Victoria consumer

Supporting Diversity and Inclusion



Nicole Laurie, Director Communications and Client Engagement, Luke Neill, Chief Operations and Innovation Officer, Caroline Martin, Managing Director of Yalukitj Marnang, Rita Butera, CEO BreastScreen Victoria, Georgina Marr, Chief Information Officer, and Sue Macaulay, Director Quality and Clinical Care



Liezl Oliver, Diversity and Inclusion Specialist

Our vision for Reconciliation

We've launched our first Innovate Reconciliation Action Plan (RAP) – an important milestone in our journey towards Reconciliation.

Our RAP working group was co-chaired by Aunty Esmail Manahan, a Yorta Yorta and Gunditjmara woman, who is also co-Chair of our Aboriginal and Torres Strait Islander Consumer Advisory Group.

The Plan was shaped through extensive consultation with First Nations women in regional and metropolitan Victoria, ensuring it's grounded in cultural knowledge and experiences.

At its heart, the RAP aims to remove barriers, increase breast screening rates and support early detection of breast cancer in First Nations women. It sets out clear actions for the next two years, guided by four pillars of inclusion: Relationships, Respect, Opportunities and Governance.

These actions include:

- Building strong relationships
- Improving the cultural safety of our services
- Creating pathways to employment
- Supporting staff with personal and professional development
- Fostering meaningful partnerships

To mark the RAP's launch, we unveiled a beautiful artwork by Kedeasha Jackson, a Wemba Wemba, Ngiyampaa and Wiradjuri artist.

We also introduced our own Acknowledgement of Country, which is now embedded in our communications and strategic documents, reflecting a shared positive journey of breast health.

A new plan to enhance disability inclusion

Over 1.2 million people in Victoria have disability. To address the barriers that people with disability face when engaging with us, we worked with Get Skilled Access to create our first Disability Action Plan.

We also established a working group of consumers, staff and sector partners to help guide this important work.

During community consultation, we realised that our service still has more to do to meet the needs of people with disability. However, there is a strong willingness and motivation across our staff and organisation to learn and adapt where needed.

Growing the impact of the Beautiful Shawl Project

This year, we were excited to witness the continued growth of the Beautiful Shawl Project.

In partnership with the Victorian Aboriginal Community Controlled Health Organisation (VACCHO), we worked with 15 Aboriginal Community Controlled Organisations (ACCOs) and several other Aboriginal-led services to provide screenings that honour culture and Community needs. This included the use of cultural screening shawls and improved access to services through mobile visits and group bookings.

In 2024–25:

- We took our mobile screening van to 6 ACCO sites
- We hosted 12 group bookings at permanent clinics and during general mobile visits
- We screened 307 Aboriginal and Torres Strait Islander clients

Of the Aboriginal and Torres Strait Islander clients screened:

- 31% had never screened with us before
- 18% were lapsed screeners returning (hadn't screened in over 27 months)
- 51% screened when they were due (screened within 27 months)

We're proud to have worked with the following ACCOs and Aboriginal-led services:

- Bendigo and District Aboriginal Co-Operative (BDAC)
- Budja Budja Aboriginal Co-Operative (Halls Gap)
- Dandenong and District Aborigines Co-Operative (DDACL)
- First Peoples' Health & Wellbeing Frankston
- Goranwarrabul House
- Mallee District Aboriginal Service (MDAS) Mildura
- Maryborough District Health Service (MDHS) (Aboriginal-led team)
- Murray Valley Aboriginal Co-Operative (MVAC)
- Mungabareena Aboriginal Corporation
- Njernda Aboriginal Corporation
- Oonah Aboriginal Health & Community Services
- Rumbalara Aboriginal Co-Operative
- Salvation Army Access Health St Kilda



The winning team receiving the 2024 Victorian Public Healthcare Award: Jim O'Shea, Chief Operating Officer and Secretary VACCHO, Rita Butera, CEO BreastScreen Victoria, Elisabet Wreme, Chair BreastScreen Victoria, Clare O'Reilly, Director Health and Healing VACCHO, Dr. Jill Gallagher AO, CEO VACCHO



Gracy Wu, Multicultural Engagement Lead and Rita Butera, CEO BreastScreen Victoria

Supporting Diversity and Inclusion

Rainbow Sessions in St Kilda

We partnered with the Victorian Pride Centre in May to deliver dedicated Rainbow Screening Sessions for LGBTIQ+ communities.

We stationed our screening van at the Palais Theatre in St Kilda and kept appointments open throughout the event, making it easier for more people to take part.

This initiative reflects our commitment to breaking down barriers to screening.

Rainbow Tick re-accreditation

We were proudly re-accredited with the prestigious Rainbow Tick for another 3 years – the third time our service has achieved this status. The accreditation covers the BreastScreen Victoria Coordination Unit, our screening vans and our Heidelberg clinic.

The assessors were particularly impressed by our commitment to creating an inclusive experience for LGBTIQ+ clients and how we reflect this across the service.

We briefed the assessors on our systems for recording pronouns and preferred names, staff training, inclusive branding and respectful language. These elements work together to foster an inclusive culture that ensures a safe and welcoming screening experience for all clients.

Reporting on clients with disability

As part of our Disability Action Plan, we updated our key reports to include data on clients with disability.

This data will help guide accessibility improvements – reinforcing our commitment to high-quality services that support diversity and inclusion.



BreastScreen Victoria staff



BreastScreen Victoria consumer

Leveraging partnerships to reach our multicultural communities

Our in-language SMS campaign now covers 40 languages and is fully embedded in our systems, enabling consistent communication with diverse communities.

We also continued our partnership with Holmesglen Institute of TAFE to co-design and deliver Adult Migrant English Program (AMEP) modules on health screening, making the content more relevant and accessible for migrant learners.

To further improve accessibility, we translated 10 key resources into 43 languages. And we are continuing to update our website's in-language pages to reflect these additions and support better user experiences.

Our multicultural engagement approach is also growing through key collaborations across Victoria:

- In May 2025, we partnered with West Wimmera Health Service to support 17 Karen-speaking women during the Mobile Screening Service's visit to Nhill.
- At Croydon, our ongoing collaboration with EACH saw 11 Burmese-speaking clients screened, with another group booking planned for September.
- With Didibahini Samaj Victoria (DBSV), we delivered eight group bookings for 41 Nepalese-speaking women, with another 12 bookings scheduled for September and October 2025.
- We partnered with Foundation House Dandenong to deliver three group bookings for 13 Dari-speaking women, following a tailored information session.

We're proud of these growing collaborations, which help us expand our reach and connect more effectively with culturally and linguistically diverse communities across Victoria.

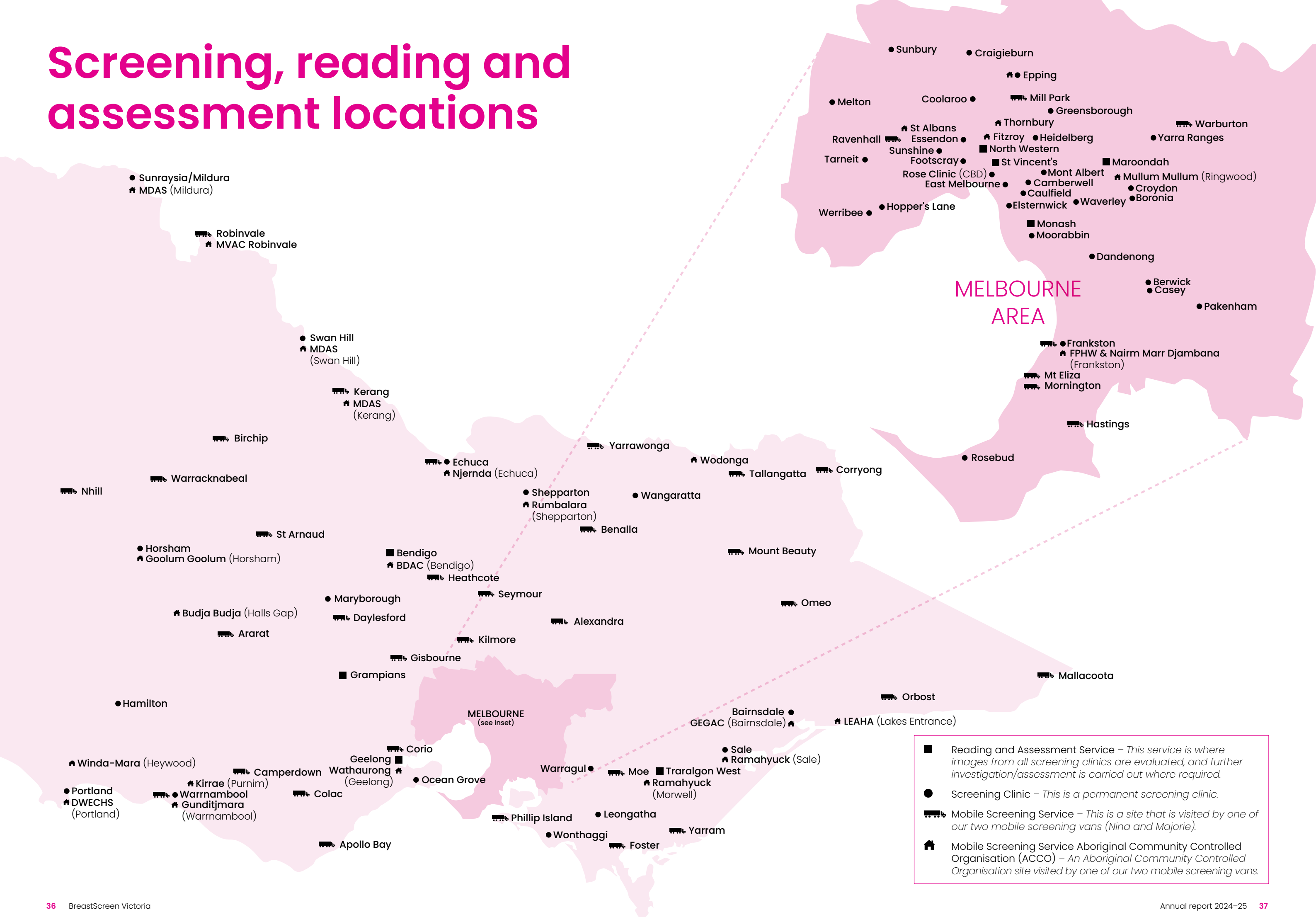


BreastScreen Victoria consumer

Our services



Screening, reading and assessment locations



Bendigo region

The first Siemens Mammomat B.brilliant mammography unit arrives

Bendigo BreastScreen was excited to install one of Australia's first Siemens Mammomat B.brilliant mammography units. The new machine offers faster tomography, sharper depiction of calcifications and improved ergonomics for radiographers.



Bendigo BreastScreen Team

Celebrating 30 years in Bendigo

Bendigo BreastScreen marked 30 years of dedicated service this year. Program Manager Kath Carman, who has been with the team for 15 years, has seen the service evolve dramatically during her time.

"When I first started in mammography 22 years ago, we were processing films in a dark room and looking at images on a light box. Now, technology allows us to take 3D image assessments and perform vacuum-assisted biopsies – among other advancements," Kath says.

When the clinic opened in 1995, it screened 5,880 clients in its first year. The Swan Hill Rural Mobile Screening Service commenced later that year, screening 2,000 clients in its first visit.

Today, the Bendigo team sees about 8,500 clients annually, with around 16,000 clients screened across the Loddon Mallee region.

The service has expanded to include permanent clinics in Bendigo, Mildura, Swan Hill and Echuca, along with mobile visits to Kerang, Robinvale and Heathcote.

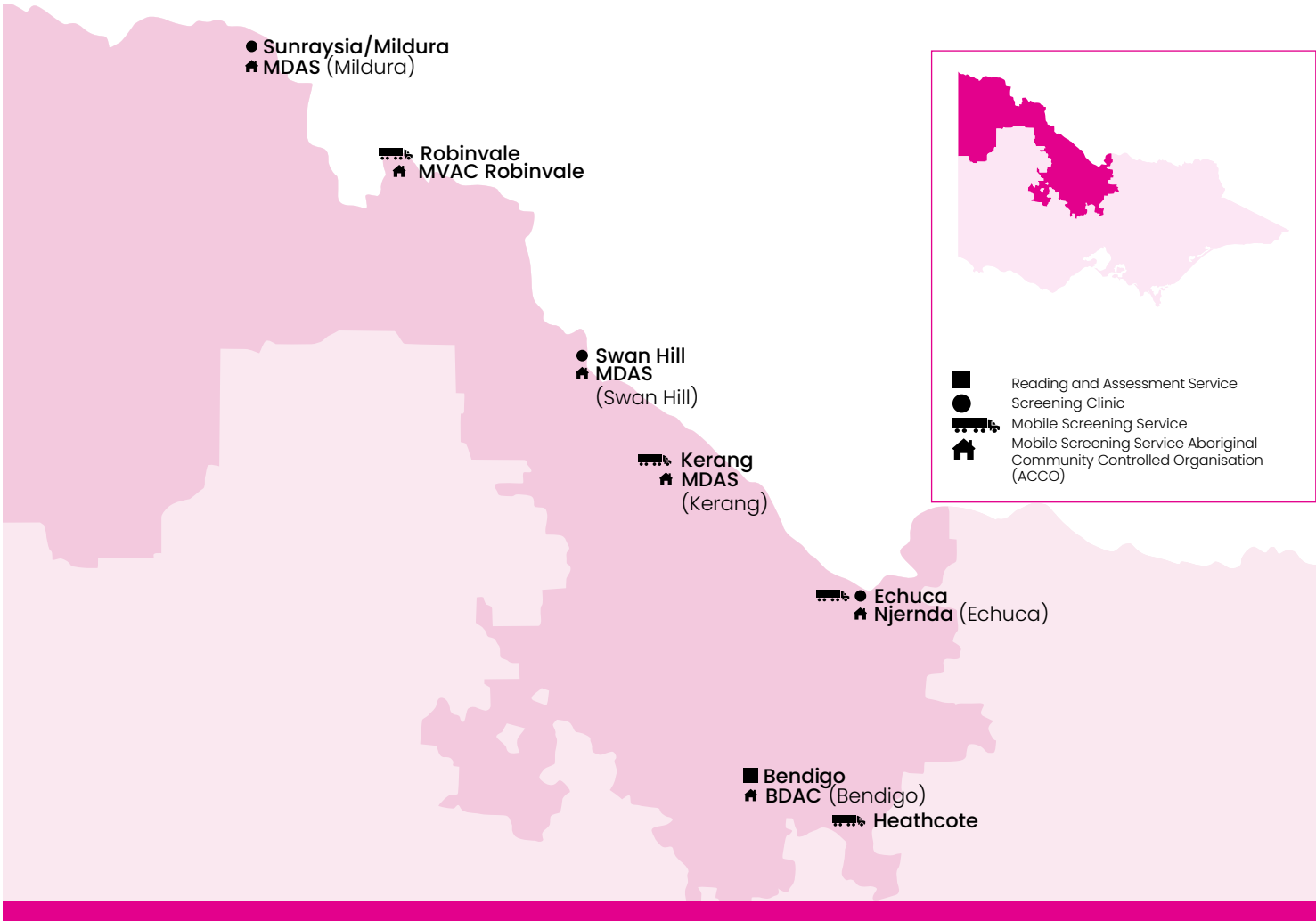
Over three decades, the team has worked to create a calm and supportive environment for clients during what can be a stressful experience.

"We've been able to create a team that works well together, which in turn helps our clients feel they're in good hands," Kath explained.

"It's the small things – like maintaining a calm voice and reading the client's needs – that can make all the difference. You don't always know what a client has been through, so it's important to recognise individual needs and adjust your approach with every person."

Looking ahead, the team is excited about how Artificial Intelligence (AI) can continue to improve image quality and results. Kath said they're also committed to increasing accessibility, particularly for under-screened groups.

"We're lucky to partner with organisations like Bendigo and District Aboriginal Corporation (BDAC), which held a recent Mobile Screening visit. And we're always looking at alternative ways to engage with community groups across the region."



Improving access to screening for Karen women

Bendigo BreastScreen has continued its work with the Karen refugee community to make breast screening more accessible. An onsite interpreter's outbound booking calls are now embedded in business as usual – an initiative that earned the team a place in the Bendigo Health Quality Award shortlist.

Through connections with Bendigo Community Health Services, we've also helped translate key resources into Karen and Dari. These resources have been well-received for their clear, straightforward explanations of what to expect during screening.



Eliza Alford accepts a Bendigo Health quality award for Bendigo BreastScreen's shortlisted Karen Language Booking Project

Staying connected

We've installed new audiovisual equipment to improve virtual collaboration across our regional teams. Staff in Mildura, Echuca and Swan Hill can now join online sessions without needing to travel.

This upgrade helps ensure that everyone stays informed and connected. No matter where they're based, teams can learn together and contribute in real time.

Remote reading speeds up results

We've introduced remote reading access across multiple locations in Bendigo and the Loddon Mallee region. This has allowed faster turnaround time for client results, while providing radiologists with secure, quality workspaces to review images.

Geelong region



With thanks to Milva

For the past four years, Milva has been an outstanding Program Manager overseeing our Geelong region. Her vision, compassion and commitment to excellence has strengthened our program and supported both our team and the communities we serve.

With her professionalism, innovation and unwavering support, Milva has fostered a culture of collaboration and care that will continue well beyond her time with us. We're grateful for her leadership and the positive difference she has made.

On behalf of everyone across the program, we thank Milva for her remarkable contribution and wish her every success for the future.

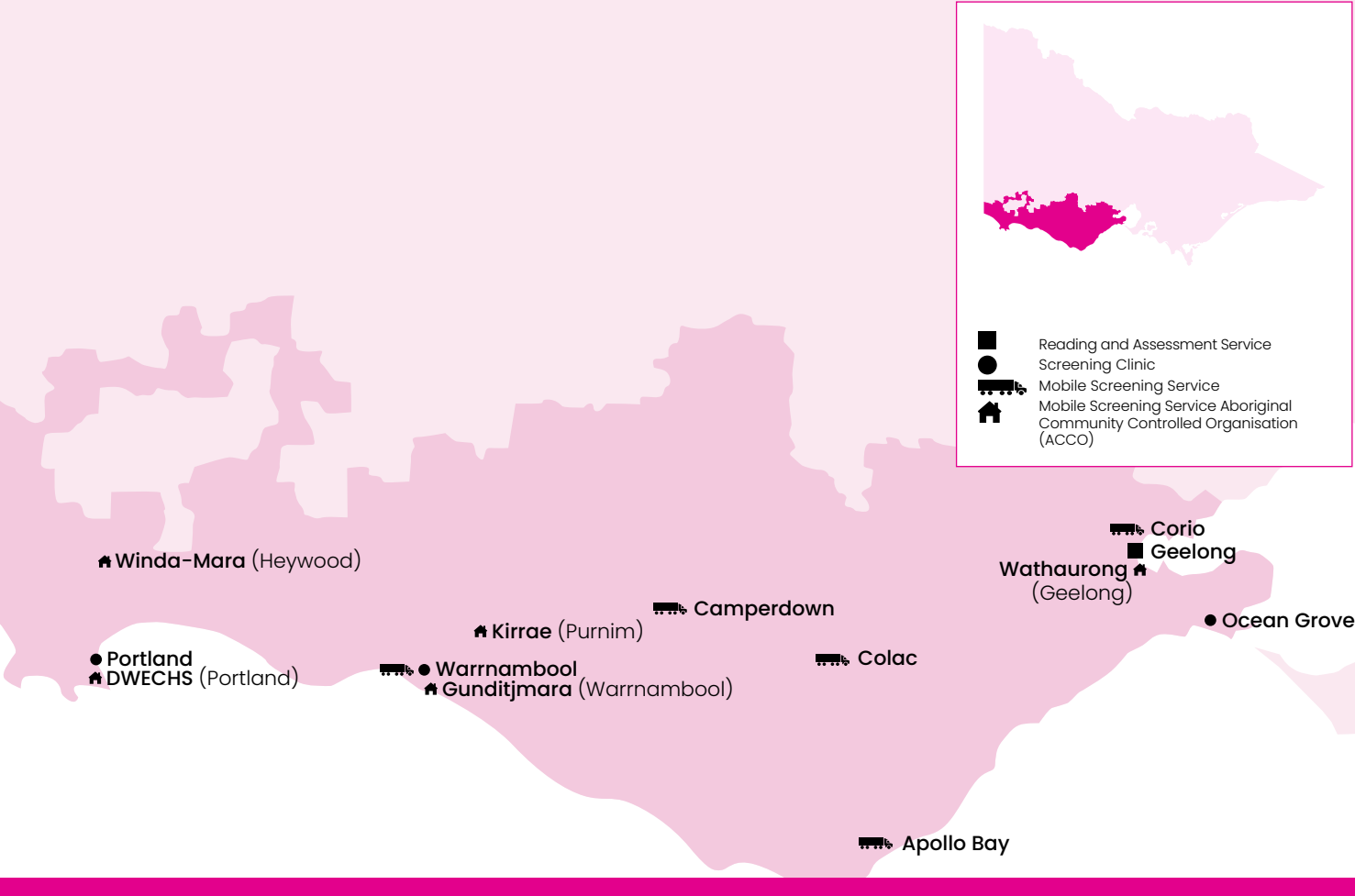
Celebrating excellence in quality care

In 2024, the Geelong Reading and Assessment Service nursing team received the inaugural BreastScreen Victoria Quality Award. The award recognised the team's outstanding contribution and commitment to quality care through an initiative focused on improving post-biopsy hematoma care.

Building on this success, team member Melissa Crone proudly presented their award-winning poster at the 2025 Breast Imaging Meeting, showcasing the initiative as well as the values that guide the team's daily practice.

This recognition demonstrates the importance of empowering frontline staff to lead quality-focused initiatives. Through Melissa's leadership and the team's dedication, targeted initiatives have transformed everyday care into award-winning excellence.

The team remains committed to raising the bar and delivering exceptional outcomes for patients and communities across Victoria.



Recognising excellence

Pushpa Thevi Rajendran, a highly skilled Designated Radiographer, is an invaluable member of our team.

Over her years of dedicated service, she has become a trusted mentor and strong advocate for excellence in patient care. With patience and empathy, Pushpa trains and supports our radiographers in mammography, helping them develop their skills and confidence.

Her kindness extends well beyond the training room. Pushpa constantly offers unwavering support to colleagues, clients and friends, providing guidance and comfort that leave a lasting impression.

Relocating our Ocean Grove service

After a successful first year, we're relocating our Ocean Grove clinic to a new location in town. This is in line with efforts to continue making our life-saving program more accessible to communities that need it the most.



BreastScreen Victoria consumers and family

Gippsland region



Kelly Giersch, Program Manager Gippsland and Maddison Grinstead-Jones, Data Manager

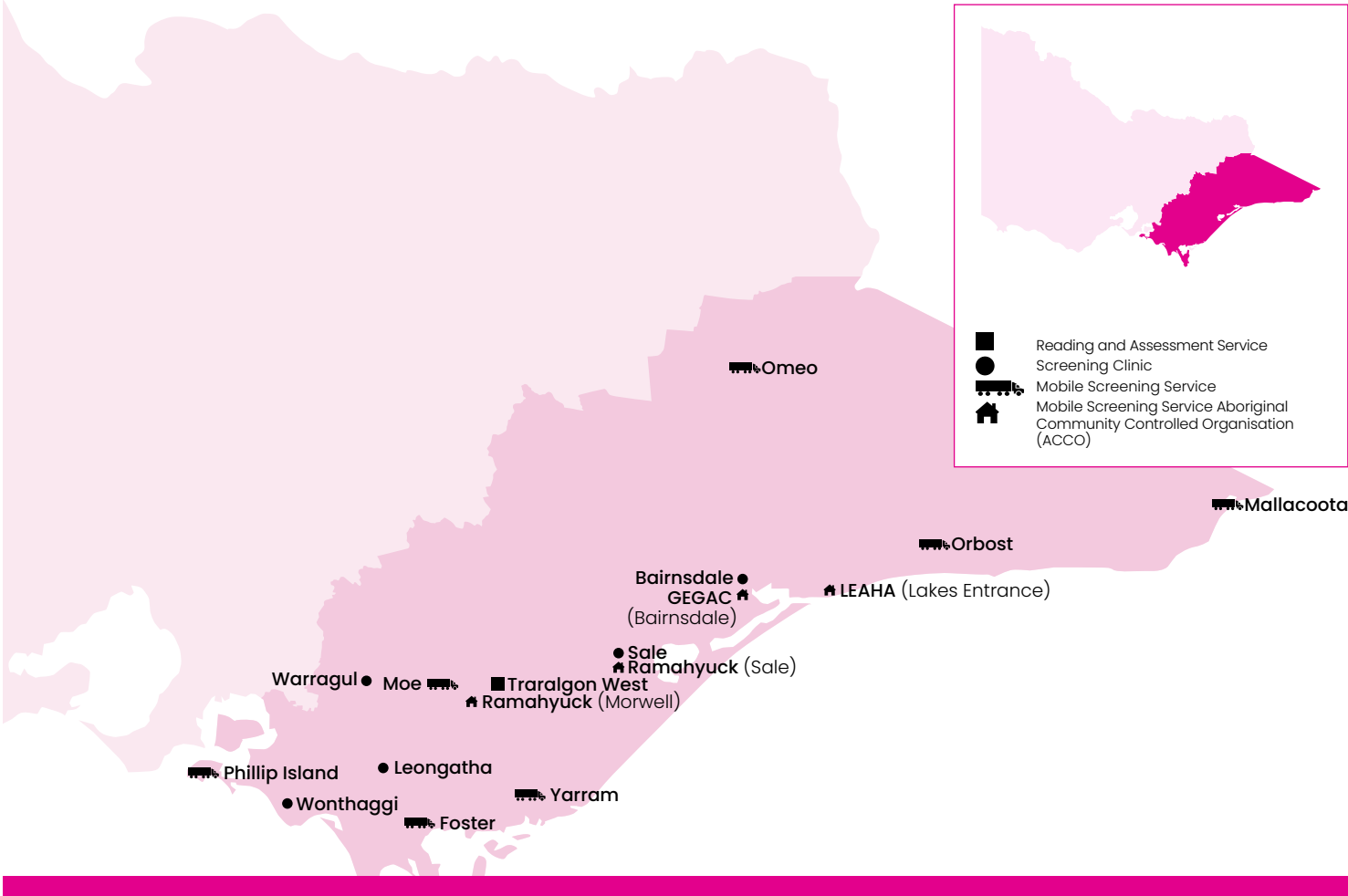
New clinic opens in Leongatha

Clients in South Gippsland can now enjoy a more convenient screening experience with the opening of a new and modern clinic in Leongatha.

Opened in May, the clinic operates from the Leongatha Hospital, replacing the mobile van visits. With this new permanent location, we hope to reduce clients’ travel time and improve ongoing access to the service.



Katherine Walker, Innovation Hub Manager, Greg Butler, Radiology Manager at Gippsland Southern Health Service, Rita Butera, CEO BreastScreen Victoria and Luke Neill, Chief Operations and Innovation Officer



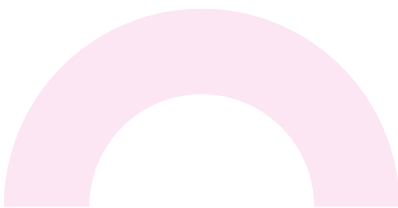
Gippsland BreastScreen marks 30 years of service

In October, Gippsland BreastScreen celebrated its 30th anniversary with an event that brought together key stakeholders – including Latrobe Regional Hospital’s Executive and Board members, BreastScreen Victoria’s leadership team, local members of parliament, and former staff.

Former program manager Erin Cosgriff remembered how she flew to Mallacoota to help set up its first mobile screening clinic and reflected fondly on the lasting friendships formed during her time with the service.

Clients also shared their personal breast cancer journeys, expressing how cared for and supported they felt while accessing screening and treatment through the program.

The milestone was also a chance to showcase the service’s history, achievements and impact with past and present supporters. The celebration resonated widely – inspiring one guest to speak about Gippsland BreastScreen in Parliament the following week.



Fay Nowak receives Pride of Workmanship Award

Fay Nowak, our dedicated Data Clerk and Receptionist, received the Pride of Workmanship Award from the Traralgon Rotary Club.

Presented by the Latrobe City Mayor in June, the award celebrates Fay’s exceptional care and compassion for our clients. We’re proud to work alongside someone so deserving and deeply committed.



BreastScreen Victoria consumer and family

Grampians region



Ana Lendrec, Information Worker at Grampians BreastScreen

Recognising years of dedication

This year, Grampians BreastScreen celebrated two outstanding team members who reached remarkable milestones.

Ana Lendrec (Information Worker) marked 25 years of dedicated service, while Jann McNish (Data Assistant) celebrated 20 years of commitment.

Both are true pillars of our Grampians team, bringing expertise, heart and a deep passion for women’s health to our program and the communities we serve.

Their dedication continues to inspire us all.

Investing in our people

At Grampians BreastScreen, we continue to prioritise staff development, blending structured learning and hands-on experience to help them grow.

This year, our team took part in:

- Additional counselling practice
- Mental Health First Aid programs
- Training in cultural safety, inclusive care and trauma-informed practice
- Leadership and mentoring programs to support career progression and succession planning

Optimising workflows for better client care

Our staff took a proactive approach to reviewing and streamlining operational workflows. Key achievements this year included:

- Creating annual workshops to review client pathways, client access, timeliness to assessment and feedback loops
- Redesigning client flows to reduce wait times, improve access to assessment services and ensure timely and professional first contact
- Streamlining administrative processes – including appointment scheduling and data entry – to reduce duplication, share workloads and support new developments
- Implementing feedback loops between clinical and administrative teams to identify and resolve service bottlenecks, particularly in the assessment clinic flow
- Introducing a new workflow to capture documentation errors early – and resolve them with the attending clinician before the clinic closes

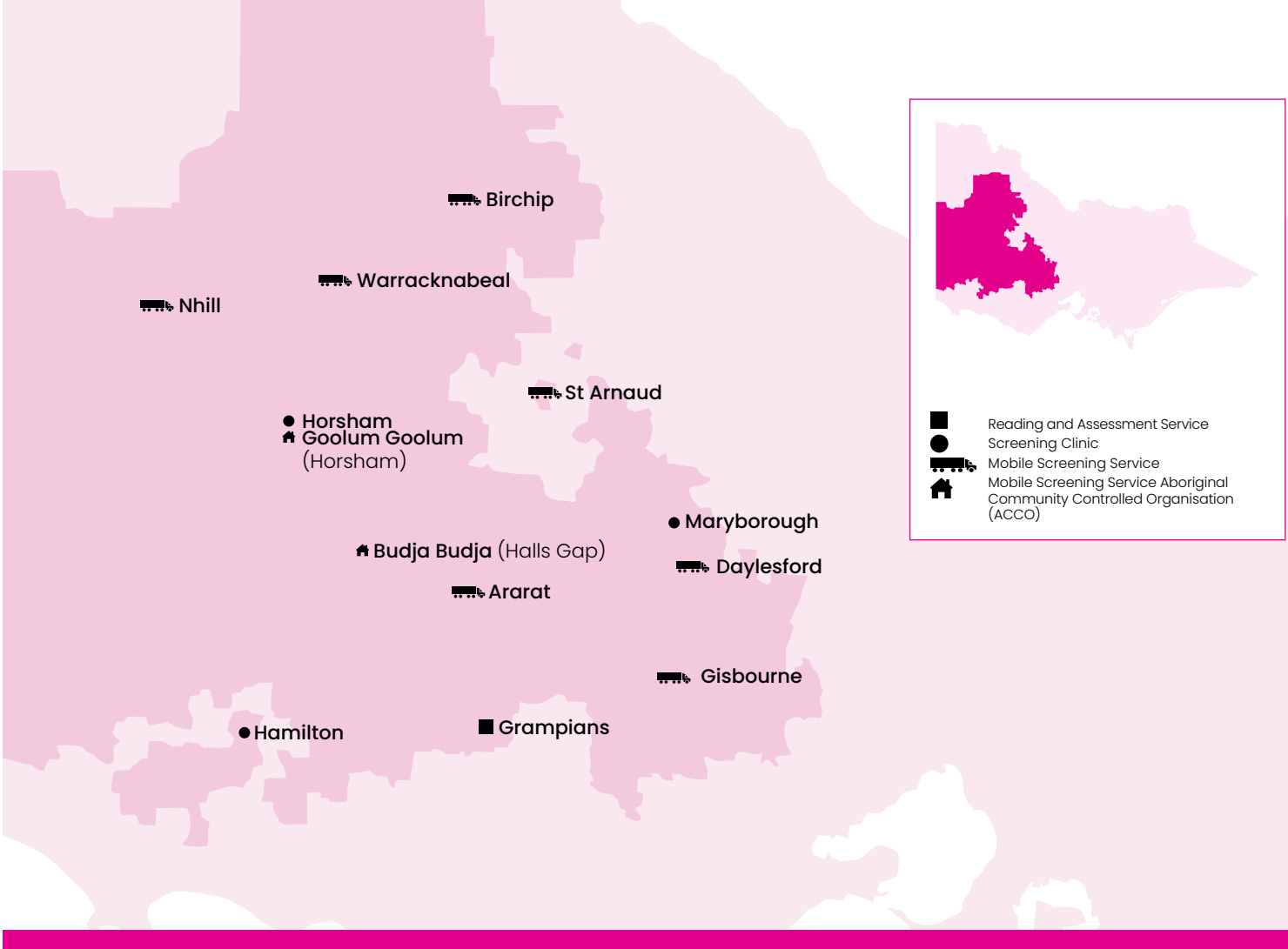
These changes have led to smoother service delivery and better resource use.

These programs have strengthened skills and fostered a culture of learning and excellence.

Looking ahead, we’ll continue to support staff-led innovation and improvement by:

- Holding regular review forums and improvement planning sessions
- Investing in technology and training
- Recognising and celebrating contributions to service development

We’re proud of our team’s initiative and dedication and remain committed to empowering them to shape the future of our program.



Improving services across the Grampians

This year, Grampians BreastScreen continued to grow and modernise its services across key sites in the region.

In Maryborough, our clinic is welcoming clients into a more accessible and comfortable space, with improved amenities, smarter workflow design and better privacy. These enhancements support our goal to increase screening participation in the Central Goldfields region, ensuring equitable access to high-quality care.

At Horsham, we now have a new state-of-the-art mammography machine that delivers sharper images, greater diagnostic accuracy and an even better screening experience. This technology supports the growing demand for services in the Wimmera region and gives our clinical team the best tools to provide safe, effective screening.

In Hamilton, strong community engagement and a steady rise in client numbers are driving plans for an exciting upgrade. The clinic is now exploring options for a new mammography machine to boost capacity and keep pace with demand.

Meanwhile, our mobile screening service continues to be a lifeline for women in smaller and remote communities across the Grampians. By bringing high-quality breast screening directly to areas without permanent facilities, the mobile unit makes life-saving early detection possible for many women who might otherwise miss out.

Local communities have responded positively, turning out in strong numbers with appreciation for both the convenience and our team’s care.

Grampians BreastScreen receives accreditation

In July 2024, Grampians BreastScreen achieved accreditation from the National Quality Management Committee (NQMC).

This accreditation reflects our team’s commitment to providing high-quality, safe and effective breast cancer screening services for women across the Grampians.

It’s also a testament to our staff’s dedication and professionalism, the strength of our clinical governance, and our drive to continuously improve service delivery.

Maroondah region



Maroondah BreastScreen team

Maroondah BreastScreen celebrates 30 years of service

Maroondah BreastScreen marked its 30th anniversary with a celebration. Event guests included consumer representatives, past and current staff, and colleagues from Medical Imaging Eastern Health and Cancer Services Eastern Health.

It was a wonderful opportunity to come together and reflect on our incredible journey and achievements in improving breast cancer outcomes over the past three decades.

A highlight of the celebration was the unveiling of the Beautiful Shawl Project artwork, designed by The Women’s Healing Group from the Mullum Indigenous Gathering Place. Originally created for our recent mobile van visit to the local Mullum Indigenous Community, this stunning artwork is now proudly displayed in our assessment clinic waiting room. It symbolises our strong connection with Community and our commitment to inclusivity and cultural safety.

Over the past 30 years, we’ve offered nearly 930,000 appointments. We’re now on track to welcome our one-millionth appointment in 2025. Through our journey, technological advancements have transformed our services, allowing us to provide the best possible care to our community.

We’re incredibly proud of how far we’ve come – and we remain dedicated to advancing breast cancer screening and treatment in the years to follow.

Hybrid Tomosynthesis trial passes 5,000 clients

We’re thrilled to share that in November, the Hybrid Tomosynthesis trial reached a major milestone: 5,000 clients recruited.

The trial is a groundbreaking study that assesses how 3D screening technology can enhance breast cancer detection accuracy and outcomes.

Building on the 2017 pilot study, this new expanded trial at Maroondah BreastScreen explores how a hybrid 3D and 2D imaging approach can improve cancer detection while maintaining efficient screen reading times. It has the potential to shape how breast cancer is detected in Australia and around the world.

This study is a collaboration between BreastScreen Victoria, Eastern Health and the University of Sydney. It’s led by Professor Nehmat Houssami, Lead Investigator and National Breast Cancer Foundation Chair in Breast Cancer Prevention, and Dr Darren Lockie, Clinical Lead and Clinical Director, Maroondah BreastScreen.

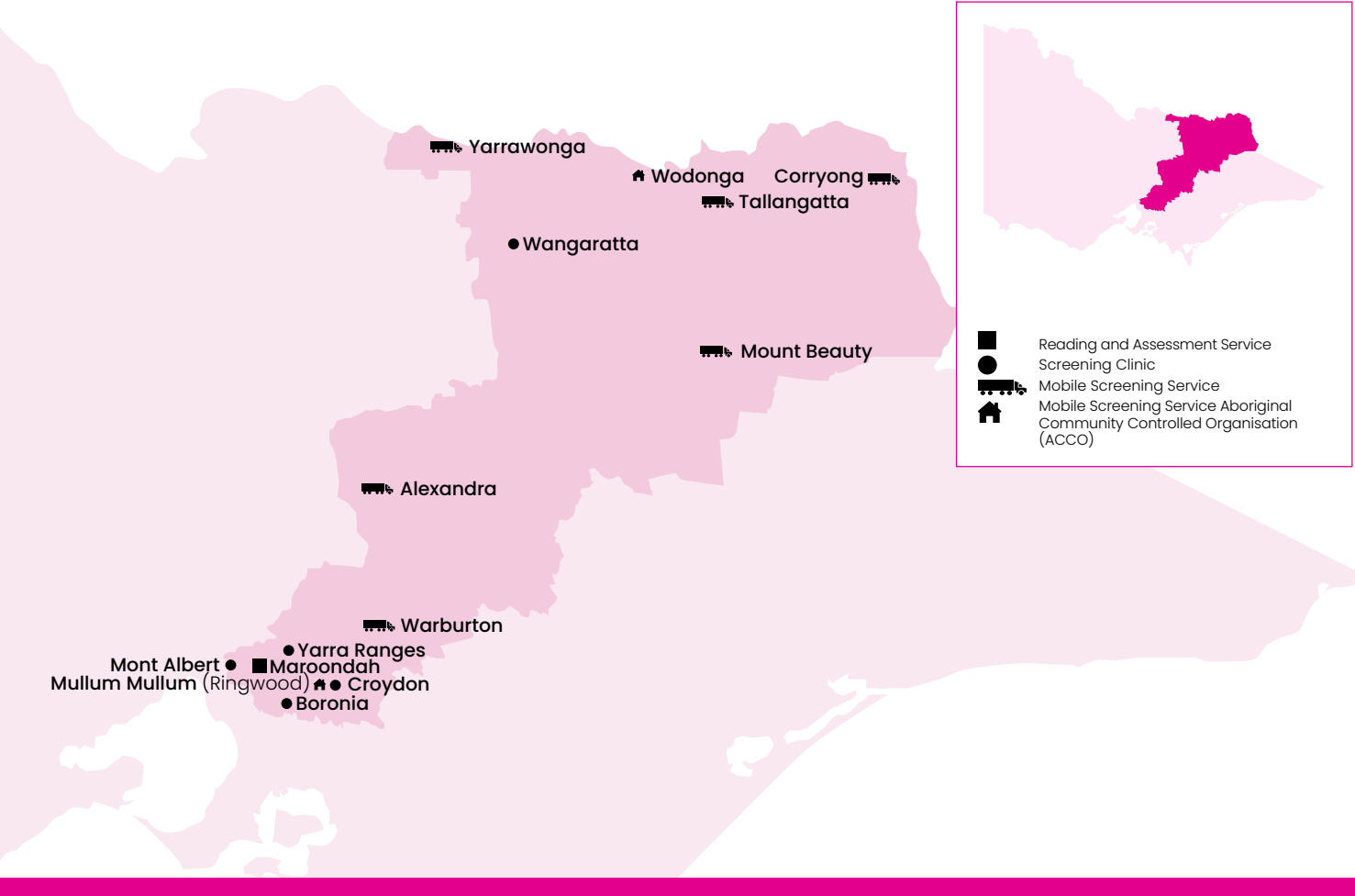
Professor Houssami: “This study represents a significant step in evaluating innovative screening technologies. I am deeply grateful to the research partnership behind this trial, to the Maroondah staff, and to the participants whose involvement brings us closer to understanding the potential for hybrid tomosynthesis in screening. Together, we are shaping the future of breast cancer detection.”

We’d like to extend our special thanks to the clients who have participated in the trial, and to our dedicated Maroondah BreastScreen staff as well as the entire research team.

Funding support was provided by the National Breast Cancer Foundation and the National Health and Medical Research Council.



BreastScreen staff and Professor David Taylor, Professor Nehmat Houssami, Maree Archbold and Claire du Jardin



New Tuesday Assessment team to boost capacity

To meet a growing demand for assessments, Maroondah BreastScreen has launched a new Tuesday Assessment team, led by Dr Kirti Mehta.

This initiative boosts our service capacity and ensures clients in the region receive timely, high-quality care.



Maroondah BreastScreen Assessment team

Key Health4Her findings presented at the EUSOBI Congress

Maroondah BreastScreen shared two important research initiatives at the European Society of Breast Imaging (EUSOBI) Congress in Lisbon.

Program Manager Michelle Giles presented the latest Health4Her project findings, which showed that a digital preventive intervention delivered in the breast screening setting can significantly reduce women’s intentions to drink alcohol.

This comes amidst strong evidence that even low levels of alcohol consumption can increase breast cancer risk.

Clinical Director Dr Darren Lockie also presented the Hybrid Tomosynthesis Screening Trial protocol, showcasing our work to evaluate 3D imaging technology and its potential to improve cancer detection.

Monash region

A legacy of leadership and innovation

Dr Jill Evans’ journey with BreastScreen Victoria began on the very first day Monash BreastScreen opened its doors in January 1993.

Jill started as a designated radiologist before going on to serve as State Radiologist and then as BreastScreen Victoria’s State Clinical Director from 2011, making a lasting impact on the program.

The early days were, in Jill’s words, “both challenging and exciting.” Working from portable huts behind Moorabbin Hospital, she and her colleagues gradually built the service. Before long, the team saw screening services expand throughout the eastern suburbs and Mornington Peninsula.

Over the years, Jill helped guide the program through major milestones, including the transition to digital mammography and the introduction of vacuum-assisted biopsy. These advances improved accuracy, reduced unnecessary surgery, and shaped better outcomes for women.

After more than three decades of dedicated service to the program, Jill concluded her role as Clinical Director in September 2021 and remains Clinical Director of Monash BreastScreen. In her role, she continues to build a legacy – setting high standards of care, and driving innovation and collaboration across the organisation.



Dr Jill Evans,
Clinical Director
Monash BreastScreen

Relocating our Frankston clinic to support better client care

This year, the Frankston clinic relocated to a bright, modern facility at 82 Beach Street. And we’re pleased to see that our clients are already embracing the welcoming new space.

The move was the result of teamwork and persistence, delivering a fresh and inviting clinic that reflects our commitment to accessible, high-quality care.

Delivering essential clinic upgrades

The Moorabbin and Waverley clinics completed building and maintenance upgrades, enhancing facilities and refreshing clinic environments.

These improvements will support a more comfortable experience for clients and a better working space for staff, reflecting our ongoing commitment to quality care and accessible screening services.

Radiographer Training Centre workshops

The Radiographer Training Centre delivered several new training workshops this year, designed to support our clinical supervisors and tutors in fostering best practices across the Victorian mammography workforce.

These workshops are especially valuable for radiographers returning to their home sites after clinical training placements, helping them consolidate learned practice with consistent support.

To reach more staff, we also conducted workshops at two rural services. These included workshops incorporated into professional development meetings and a targeted practical session tailored for staff undertaking clinical training.

Looking ahead to 2025–26, the Centre will continue building on this work, offering education and training to meet the needs of the current and future workforce.

The Radiographer Training Centre has also expanded clinical training placements to include the Burgundy Street clinic in Heidelberg – supporting radiographers at a site closer to where they work and live.



New VELA chair at the Radiographer Training Centre

This year, we purchased a new radiography chair to enhance patient stability, improve staff ergonomics and increase efficiency.

The VELA chair has proven very popular with staff, who are using it to support screening clients with decreased mobility or disabilities. The chair is also used during mammography training in clinical practice to demonstrate the importance of safe screening practices.

We’re delighted to have already received glowing feedback from clients:

From making the appointment and explaining that I have Persistent Postural-Perceptual Dizziness, the staff made me feel comfortable and even suggested sitting me in a chair to carry out the screening. The chair was ready for me when I got there – making it so much easier to be screened without the fear of falling.

BreastScreen Victoria client



Radiographer Training Centre staff

North Western region

Associate Professor John Collins retires

We want to acknowledge the outstanding contributions of Associate Professor John Collins, who retired this year after a long and dedicated service in the program.

Mr Collins played an integral role in establishing and growing BreastScreen Victoria – beginning with the pilot at the Royal Melbourne Hospital and the Essendon and Memorial Hospital. He later supported the organisation through his leadership at North Western BreastScreen, and as a valued member of the BreastScreen Victoria Board.

His clinical expertise, commitment to patient care and unwavering dedication to improving breast cancer screening have helped save countless lives and reduced the impact of breast cancer across the state.

Mr Collins’ legacy will continue through the lives he has touched and the improvements he championed in the program.

The North Western team continues to meet standards

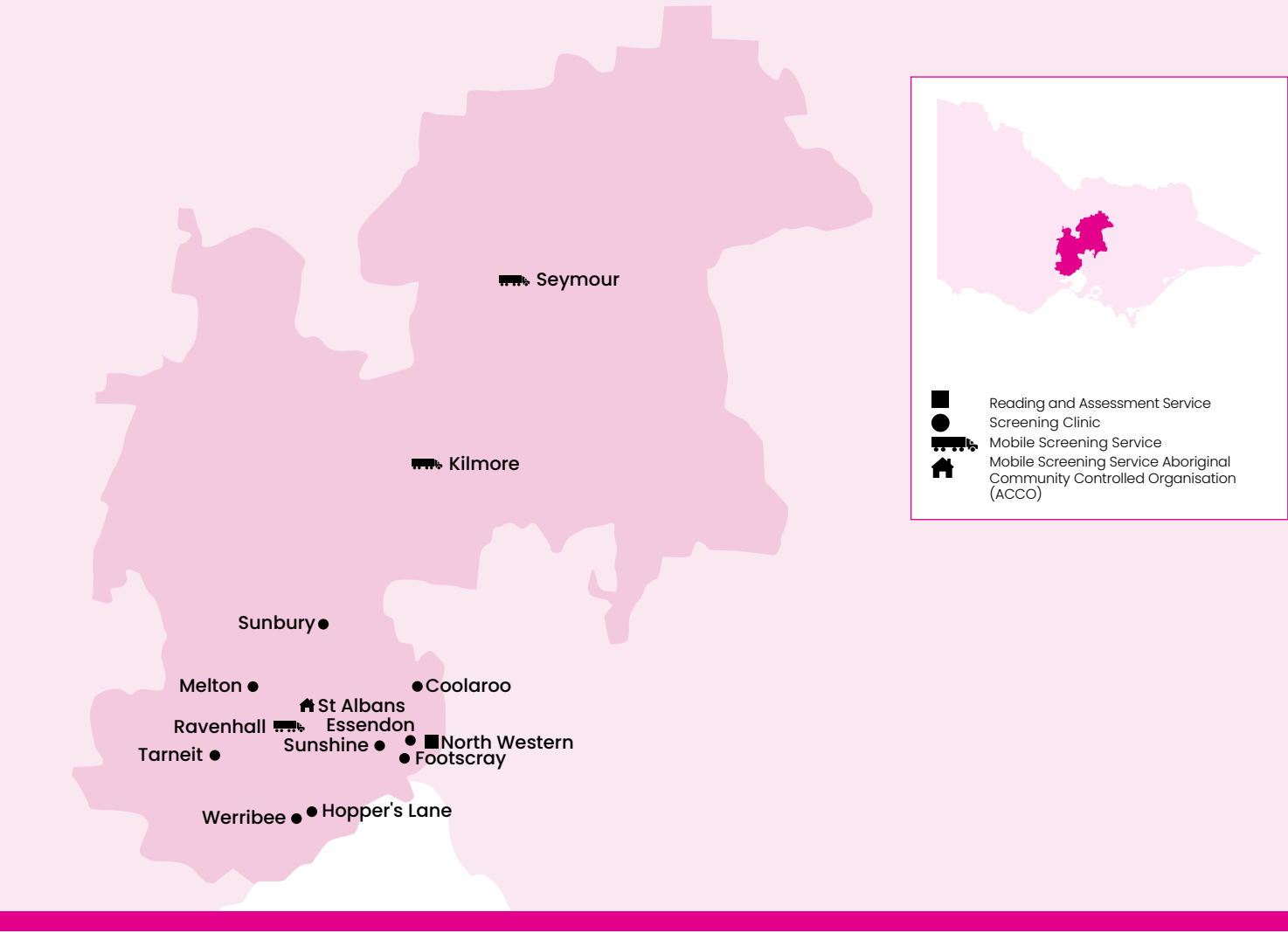
The North Western team has worked diligently to enhance its performance and meet National Access Standards (NAS). Key achievements include:

- Fewer recalls, thanks to improved accuracy and quality
- Reading results delivered within 14 days
- Assessments completed within 28 days, giving clients prompt follow-up

These results are especially commendable given the operational challenges posed by major building renovations at the clinic. Thanks to the team’s focus and dedication, our service standards remained consistently high throughout this period.



North Western BreastScreen team



A new purpose-built screening clinic in Tarneit

We’re proud to announce the opening of a new breast screening clinic in Tarneit, one of Melbourne’s fastest-growing suburbs. Delivered in partnership, this facility enhances services across the North Western region and supports the needs of a rapidly expanding community.

Our involvement reflects a shared commitment to improving health outcomes. The purpose-designed space includes a dedicated waiting area and is staffed by a team of highly skilled, compassionate professionals.

This expansion is part of our ongoing efforts to provide all Victorians with convenient, equitable access to life-saving breast screening services, especially in high-growth regions.

North Western achieves accreditation

North Western Breastscreen has proudly achieved accreditation from the National Quality Management Committee (NQMC) – a recognition of our team’s dedication to high standards and continuous improvement.

The team was commended for its COVID-19 response, where it implemented essential safety measures to protect both staff and clients – demonstrating effective management during challenging times.

This achievement reflects the resilience, dedication and hard work of our entire North Western team.

St Vincent's region



Huilee, Radiographer, Amanda, Consumer, Professor Jason Payne, CEO Peter MacCallum Cancer Centre and Rita Butera, CEO BreastScreen Victoria

East Melbourne receives a new screening clinic

A new clinic has opened in inner metro Melbourne, located at the Peter MacCallum Cancer Centre’s East Melbourne campus.

Conveniently positioned near city workplaces, this clinic will help reduce waiting lists at St Vincent’s and The Rose Clinic. It will also play a key role in boosting screening participation in the area.

Expanding clinical training opportunities

In May, St Vincent’s BreastScreen began a new partnership with BreastScreen Victoria’s Radiographer Training Centre to deliver Clinical Assessment Training for radiographers undertaking the Certificate of Mammographic Practice (CMP).

This collaboration expands clinical placement opportunities and reduces trainee waiting times. It also draws on the expertise of St Vincent’s highly skilled Clinical Educator team to support radiographers with high-quality training and development.

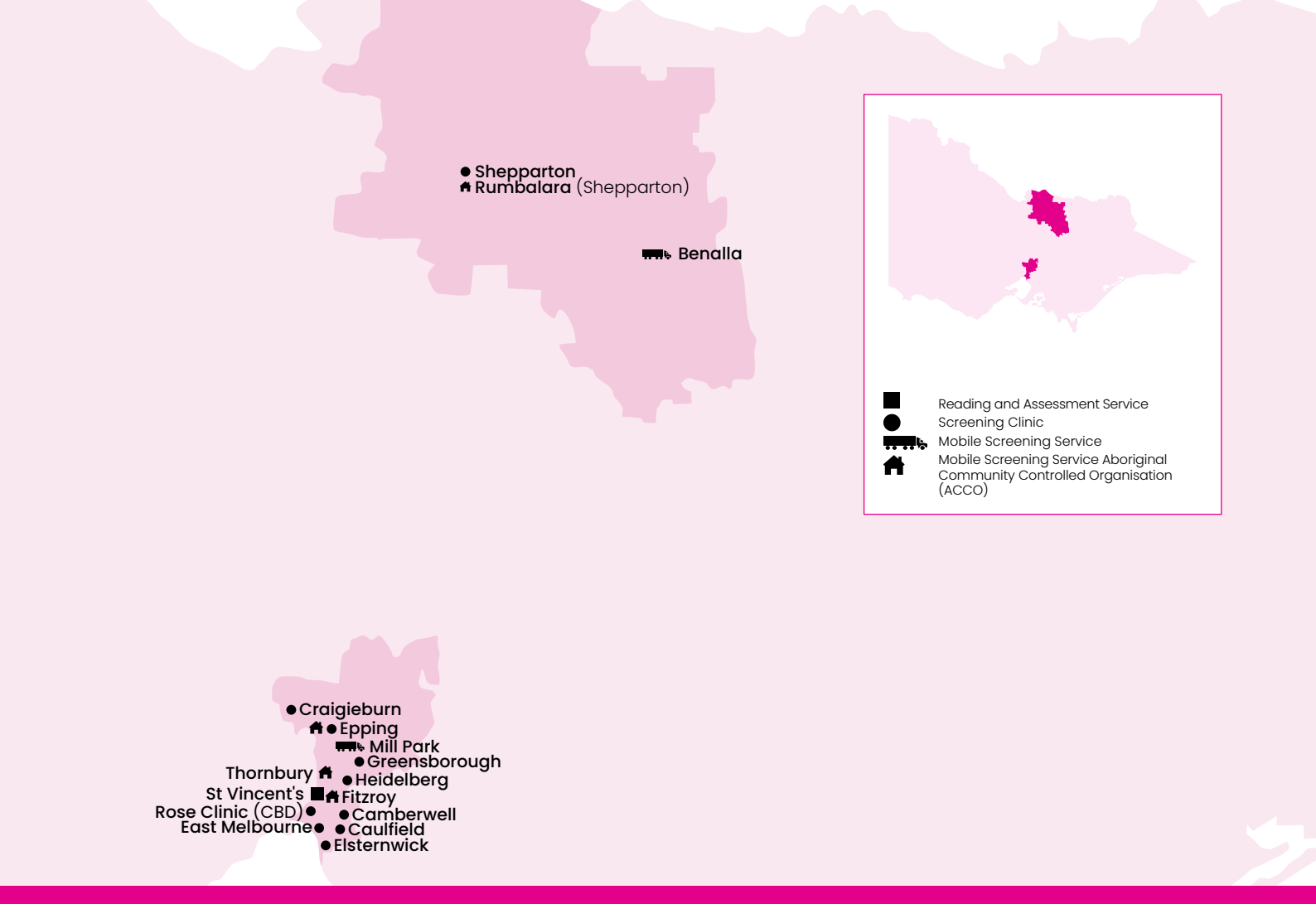


Artwork by Aunty Lynette Briggs, Wiradjuri, Yorta Yorta 2018-2027

New Indigenous artwork on display

Our St Vincent’s clinic has installed new Indigenous artwork in the refurbished reception enriching the environment and weaving culture into care.

Funded by a Department of Health grant and created by Lynette Briggs, the piece reminds us that while our journey are many, they ultimately lead us to Mother Earth.



Creating an environment of comfort and care

Xander the Support Dog now visits our Assessment clinic as part of our pet therapy program, bringing comfort and connection to clients.

We’ve also added infusers and lamps to create a warm, calming atmosphere – fostering a space where patients feel relaxed, supported and cared for during their screening journey.

Progressing towards accreditation

St Vincent’s BreastScreen recently completed its scheduled accreditation survey visits and is now awaiting the review outcome.

Our team was praised for delivering excellent, client-focused care and for operating as a high-performing service in the region.

The surveyors also highlighted the strong teamwork, enthusiasm and collaborative culture, noting that every staff member interviewed showed deep commitment to providing safe, high-quality care.



Xander the support dog with our radiologist Anish

Our governance

Our governance structure ensures we meet quality standards and provide an evidence-based, high-quality service for our clients.

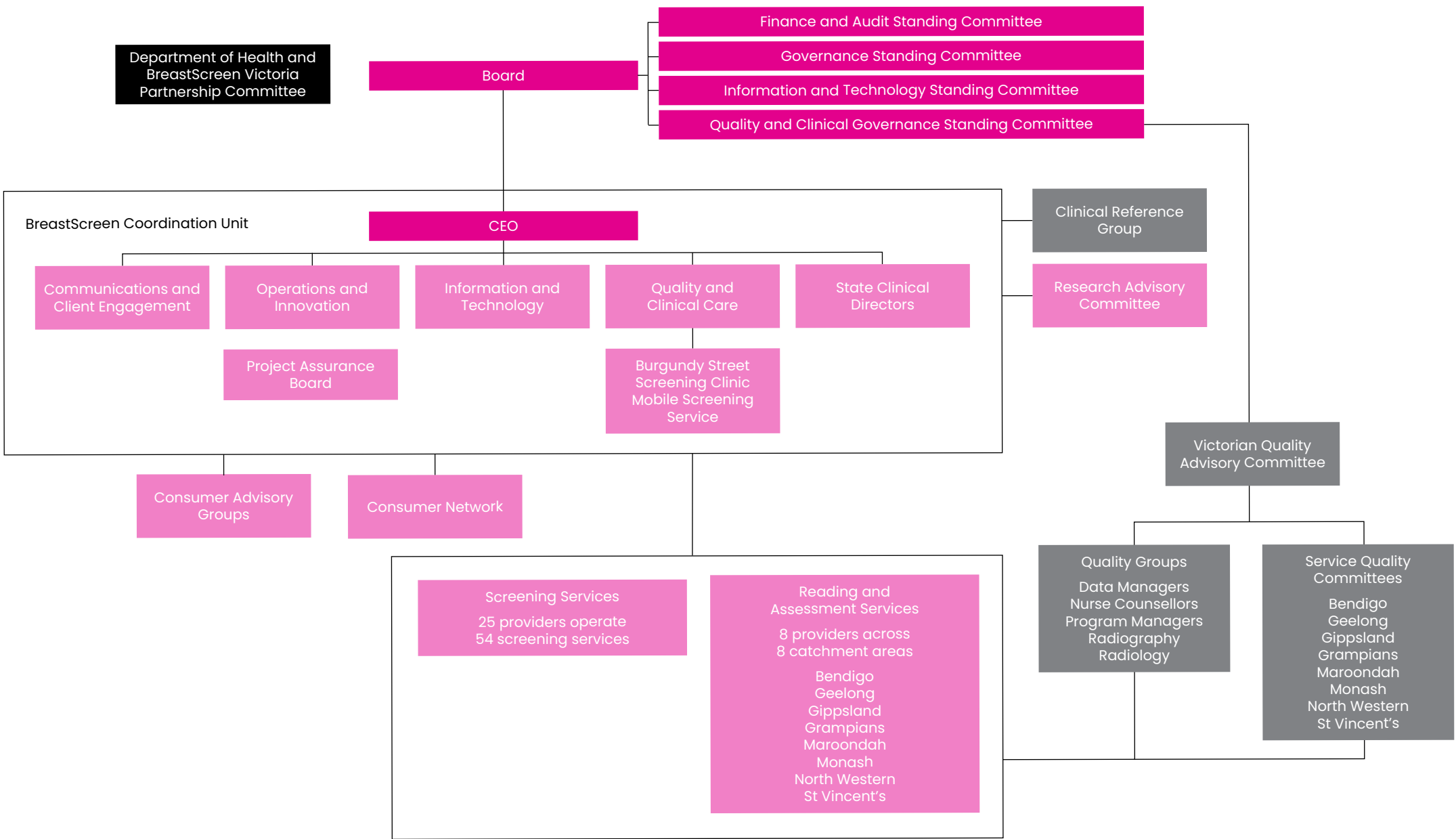


Our governance

Our governance structure ensures we meet quality standards and provide an evidence-based, high-quality service for our clients.

BreastScreen Victoria has developed an organisational structure to ensure we deliver safe and effective breast screening services to as many clients as possible.

BreastScreen Victoria governance structure



BreastScreen Victoria Board

BreastScreen Victoria is governed by an independent Board whose members are appointed by the Victorian Minister for Health.

Dr Elisabet Wreme (Chair)
MSc, Prof Doctor in Bus Admin, FAICD

Debra Cerasa (Deputy Chair)
MEdMgt&Ldr, BHScNsg, GradDipAdEd&Trg, GradDipBusMgt, RN, RM, CertICU, GAICD

Jorden Lam (Deputy Chair)
LLM, BCom, LLB, GradDipLP, GAICD
Retired February 2025

Sue Madden (Treasurer)
BBus, FCPA, GAICD

Rita Butera (CEO)
AssDWelf, GradDipOrgDev, GAICD

Katrina Enos
BSc (Social Sciences), GAICD
Commenced February 2025

Dr Vanda Fortunato
PhD, MA, BA, GAICD

Louise Glanville
BSocWk, Barts, LLB, GradCertHlthLaw, MA (Res)
Commenced February 2025

Liz Kelly
BBus, GradDipOrgPsych, Cert IV Workplace Training & Assessment, accredited mediator, MAICD

Dr Jocelyn Lippey
B.Med, FRACS

Alistair Lloyd
BComp, MBA, GAICD

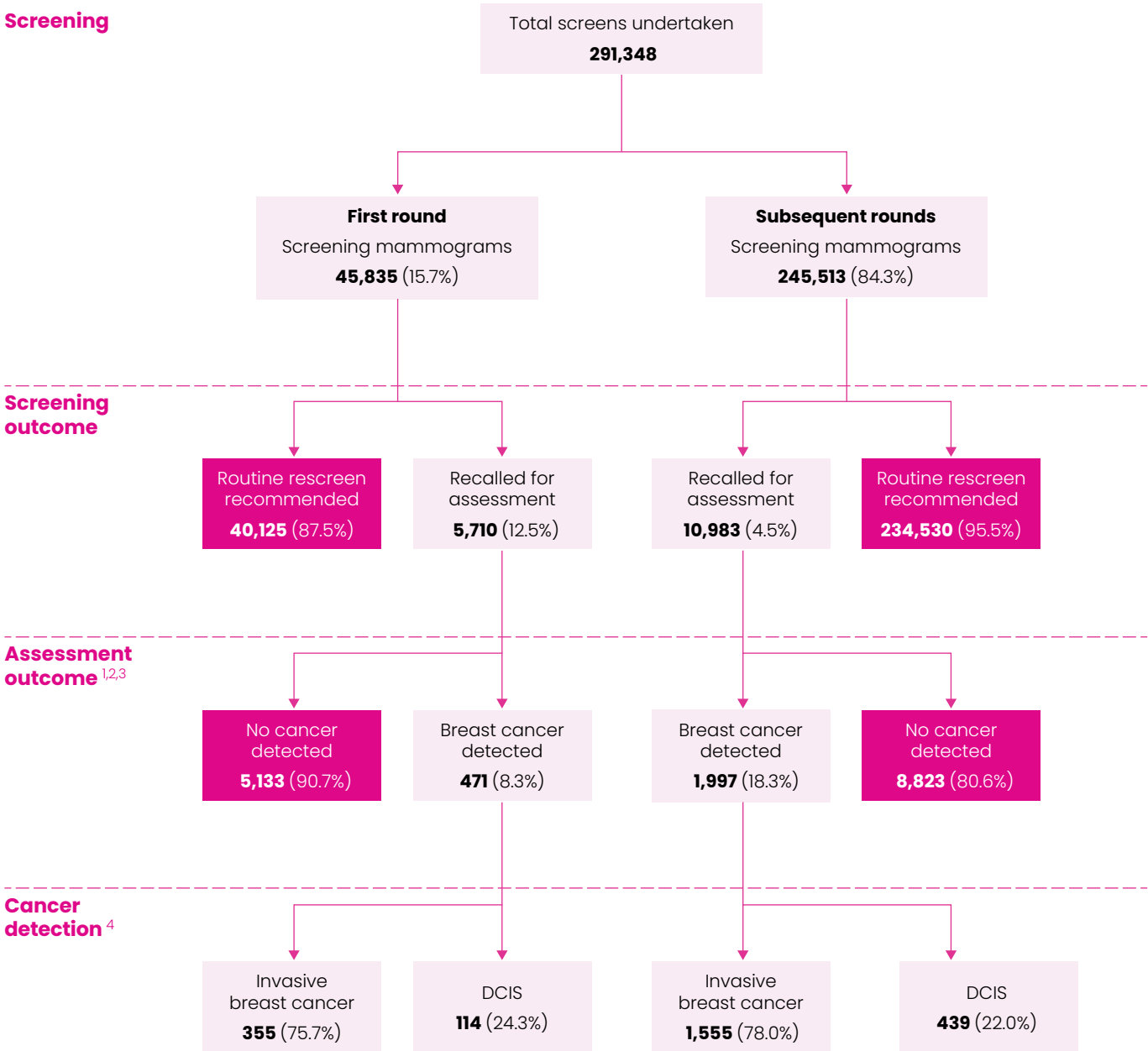
Vicky Peters
Grad Dip Career Ed and Dev, MAICD
Commenced February 2025

Dr Angela Williams
MBBS MForensMed MBA MPH/MLM GAICD
PRI NRMA LLB GDLP AFRACMA FFLM(UK)
FFCFM(RCPA)
Commenced June 2025

Screening and assessment pathway 2024

Calendar Year

Screening



1 Excludes women who did not attend assessment.
2 Percentages do not add to 100% due to the exclusion of women who did not complete assessment and women with incomplete assessment/histology data.
3 At the time this report was finalized, 1.1% of women assessed in 2024 were yet to complete their assessment experience.
4 Excludes breast cancers diagnosed at early review more than six months after the screening mammogram and cancers diagnosed at early rescreen for women who presented with a breast lump and/or clear or blood stained nipple discharge in the same breast in which the breast cancer was diagnosed.
Data for women screened in 2024 is as it stood on 20 August 2025.
Future requests for data and publications may not exactly correspond to the figures in this report as they will reflect subsequent additions to the dataset.

Screening and assessment summary

	2020	2021	2022	2023	2024
Screening					
First round women	19,929	26,028	33,662	42,421	45,835
	10.1%	10.3%	13.1%	15.7%	15.7%
Subsequent round women	177,133	226,863	222,919	228,185	245,513
	89.9%	89.7%	86.9%	84.3%	84.3%
Total	197,062	252,891	256,581	270,606	291,348
	100%	100%	100%	100%	100%
Screening outcome					
First round women					
Routine rescreen recommended	17,745	23,139	29,748	37,415	40,125
	89.0%	88.9%	88.4%	88.2%	87.5%
Recalled for assessment	2,184	2,889	3,914	5,006	5,710
	11.0%	11.1%	11.6%	11.8%	12.5%
Subsequent round women					
Routine rescreen recommended	169,551	217,396	213,603	218,173	234,530
	95.7%	95.8%	95.8%	95.6%	95.5%
Recalled for assessment	7,582	9,467	9,316	10,012	10,983
	4.3%	4.2%	4.2%	4.4%	4.5%
Assessment outcome ^{1,2,3}					
First round women					
No cancer detected	1,973	2,607	3,510	4,488	5,133
	90.9%	90.4%	90.2%	90.5%	90.7%
Breast cancer detected	169	243	341	412	471
	7.8%	8.4%	8.8%	8.3%	8.3%
Subsequent round women					
No cancer detected	6,254	7,749	7,657	8,110	8,823
	82.7%	82.0%	82.5%	81.4%	80.6%
Breast cancer detected	1,254	1,630	1,548	1,774	1,997
	16.6%	17.3%	16.7%	17.8%	18.3%
Cancer detection ⁴					
First round women					
Invasive breast cancer	118	194	249	325	355
	69.8%	79.8%	73.0%	78.9%	75.7%
DCIS	51	49	92	87	114
	30.2%	20.2%	27.0%	21.1%	24.3%
Subsequent round women					
Invasive breast cancer	1,014	1,303	1,243	1,392	1,555
	80.9%	80.1%	80.6%	78.6%	78.0%
DCIS	239	323	300	379	439
	19.1%	19.9%	19.4%	21.4%	22.0%

1 Excludes women who did not attend assessment.
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Produced by:

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Carlton South
Victoria 3053

October 2025

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ABN: 54 505 206 361

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Copies of this report are available at:

 www.breastscreen.org.au

**Financial Report**

The BreastScreen Victoria Inc. Financial Report for the year ended 30 June 2025 has been produced as a separate document. Copies are available at: www.breastscreen.org.au or phone 13 20 50.