

# CareFlight

## ANNUAL REPORT 2025





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## Our Vision

To be the most advanced integrated aeromedical service trusted by all Australians.

## Our Mission

To save lives, speed recovery and serve the community.

*CareFlight recognises and respects Aboriginal and Torres Strait Islander Australians as the Traditional Owners of these lands. In the spirit of reconciliation, we acknowledge and pay respect to the Traditional Owners and Elders – past, present and emerging – of all the lands on which CareFlight operates.*





# Chairperson and CEO report

## Mission and ethos

CareFlight exists to **‘save lives, speed recovery, and serve the community’**. Guided by clinical leadership and an unwavering commitment to our patients, this mission drives every aspect of our work. From responding in some of Australia’s most remote and challenging locations to operating in busy metropolitan centres, CareFlight adapts to meet diverse needs with skill and dedication. Every decision we make, every innovation we pursue, and every service we provide is focused on achieving the best outcomes for patients and supporting the communities who rely on us.

## Financial Challenges

CareFlight has been challenged in the last year by global economic conditions including high costs of fuel and aircraft parts as well as volatility in the USD exchange rate. The challenges arising from ongoing international conflicts have been further impacted by policy changes introduced by the US Government since January. These developments have created significant uncertainty and increased costs for CareFlight.

The global challenges have been compounded by difficult domestic conditions, with the cost-of-living crisis and inflation affecting all areas of the economy and challenging our ability to raise funds from the community.

These significant challenges prompted Management and the Board to implement a comprehensive program of review and change. This program has focused on reducing inefficiencies and increasing productivity by improving systems and processes and ceasing activities that are not core to our mission. Business units have been realigned to deliver core activities more efficiently, fully leverage existing capacity and capabilities, and strengthen leadership in managing organisational risks. At the same time, emerging revenue opportunities have been explored to further improve depth and efficiency across the organisation.

Significant progress has been made, reflecting the considerable time, effort, and cultural change required to secure a more sustainable path for CareFlight’s future, keeping improved patient outcomes at the centre of everything we do.



CareFlight crew prepares for patient handover on the helipad, with VH-HPL ready for the next critical mission.



## Our brand and reputation key to our success

CareFlight’s strong reputation and trusted brand have been central to our success in securing funding and partnerships that ensure the sustainability of our services. Governments and other partners and clients have confidence in our ability to deliver critical care, recognising the professionalism, expertise, and reliability of our teams. This trust has been reflected in significant funding achievements over the past year.

With the support of the Minister for Health and the NSW Government, CareFlight have confirmed additional funding for the CareFlight Rapid Response Helicopter. CareFlight has also secured Federal Government support, with a \$10.1 million grant post year-end to acquire an additional aeromedical aircraft for the Northern Territory, supplementing the TEMRS fleet. We thank the Federal Government and the NSW Government for their continued support of the critical services that CareFlight provides.

Critical to CareFlight’s ability to deliver our mission and ensure our long-term sustainability are our long-term partnerships with major sponsors. Mounties Care and the Mounties Group, provide direct support to the Mounties Care CareFlight Helicopter based in Sydney, as well as support to our Education and Training programs. Viva

Energy Australia, provide direct support to the CareFlight NT Rescue Helicopter powered by Viva Energy, as well as pathways opportunities and community education for remote communities in the Top End. Viva Energy and Mounties Care have been passionate supporters beyond their sponsorship and both share our commitment to the community. We greatly appreciate our ongoing relationships, and their support is directly saving lives in the communities we support.

## Looking ahead

CareFlight continues to build on its strategic initiatives to strengthen operations, expand services, and ensure long-term sustainability. Across fleet development, defence partnerships, education and training, fundraising, and digital transformation, the organisation is taking proactive steps to enhance capacity, reduce risks, and secure the funding and capabilities that will support patients and communities well into the future.

The Fundraising team has made significant progress in establishing a comprehensive campaign aimed at seeking the support of philanthropic funding. This initiative has the potential to generate essential investment over the next five years, supporting fleet renewal, enhanced training, and investment in workforce pathways.





Annual highlights across Australia



44  
Winch missions nationally



3,861,026km  
Flown by our fleet of aircraft

MORE THAN 9,700 PATIENTS HELPED NATIONALLY

Digital Transformation

CareFlight have made substantial investments over the past two years in digital transformation, as part of our five-year IT Strategy, and it is now beginning to deliver tangible benefits. Improved systems and processes are enabling better cost monitoring, reducing inefficiency and human error, and will contribute to meaningful efficiencies and cost savings this year and in the years ahead. This investment also ensures we are addressing emerging risks in cyber security, and in ensuring we are at the leading edge in information management in health.

Board recognition of staff

In a year of rapid change and global challenges, it is both reassuring and inspiring to see the CareFlight team continue to uphold the mission set out decades ago by the visionaries who recognised the lifesaving potential of helicopter-led medical retrieval. Over the past year, CareFlighters have retrieved and transported more than 9,700 patients and flown over 3.8 million kilometres, the highest in our history. Beyond retrieval and transport, our

teams delivered education and training across Australia, sharing knowledge and strengthening emergency care nationwide. These achievements reflect the expertise, dedication, and resilience of our people, who remain our greatest strength.

The team has also risen to the challenges of increased operational demand, responding exceptionally to higher flying hours and helping improve aircraft availability. Flying hours increased from 10,000 in the previous year to over 11,600 this year, and the team’s efforts have ensured CareFlight continues to meet all operational requirements, supporting safe and timely care for communities across the country.

The Board is immensely proud of the professionalism, skill, and dedication demonstrated by our staff. We extend our heartfelt thanks to each member of the CareFlight family for their unwavering commitment, which embodies the culture and values passed down from our founders and ensures that CareFlight continues to save lives, speed recovery, and serve communities across Australia.



Crew on their way to Kakadu National Park in the AW139.

Our commitment

CareFlight is built on strong foundations, supported by our contracts, sponsors, and fundraising partners. This support positions us well to continue delivering critical services to the communities we serve for decades to come. Our patients are at the heart of everything we do; their care, safety, and wellbeing guide every decision we make.

Since its inception, CareFlight’s charitable status has allowed us to go above and beyond statutory and contractual obligations, reflecting the trust and partnership of our donors, supporters, and volunteers, whose contributions are vital to sustaining our world-class aeromedical retrieval services. We extend our heartfelt thanks to each of them.

With the dedication of our staff, the support of our partners, and the confidence of our communities, CareFlight remains committed to delivering for the

communities we support and ensuring all Australians regardless of where they live and work, can get access to the level of medical care they require.



Strategic Focus



Our Vision

To be the most advanced integrated aeromedical service trusted by all Australians.



One CareFlight

Regardless of geography, contract or business unit, we are ONE organisation with ONE Mission and every CareFlighter must work in the best interests of the whole organisation.



Our Mission

To save lives, speed recovery and serve the community.



Clinically Led

We put our patients first in everything we do.

Our **guiding principles** inform how we should work as an organisation.



Service



Excellence



Unity



Integrity

Strategic Goals

Strengthen Brand and Reputation

Develop our People and Culture

Build Financial Strength

Drive Innovation and New Capabilities

Deliver Operational Excellence

**Our number one priority** is to deliver our Mission and Social Purpose

Board of Directors

The Hon. Brad Hazzard

BA, DipEd LLB LLM  
Chairperson

Edward Mallan

Adv Dip HospMan, BComm, MBA, Grad Dip WHS, GAICD  
Deputy Chair

Joanne Baker

B.Comm, GAICD  
Independent Non-Executive Director, Chair Audit & Risk Committee and Chair Investment Committee

Sue Bailey

GradDipMktg MAICD  
Independent Non-Executive Director, Chair People, Safety, Environment Committee

Sarah Dewar

Independent Non-Executive Director

Mick Frewen

BA, MMgt, GAICD  
CEO, Executive Director

Dr Robert Turner

MBBS (Hons), FANZCA (ANZCA), Dip DHM (SPUMS), Cert DHM (ANZCA), Dip Advanced DHM (ANZCA)  
Independent Non-Executive Director

Ian Vanderbeek

BBus, GAICD  
Independent Non-Executive Director

Erin McMullen

Company Secretary

Retired this year

The Hon. Michael Gunner

BA, GAICD  
Former Independent Non-Executive Director  
Resigned on 31 October 2024



# Eastern Operations

## Meeting the demand for critical care, anytime, anywhere

This year, CareFlight’s aeromedical operations have continued to meet the growing need for rapid, high-quality medical care across New South Wales and beyond. From our Rapid Response Service in Greater Sydney to our expanding Patient Transport Services and international aeromedical capabilities, our teams have remained at the frontline of emergency care. Strengthened by renewed government and community support, including a major extension of the NSW Health Grant Agreement and a new five-year commitment from Mounties Care, CareFlight is well-positioned to deliver timely, expert care to patients wherever and whenever it’s needed most.

### CareFlight Rapid Response Service

CareFlight’s Rapid Response Service continues to excel in delivering critical care to severely ill or injured patients. Operating from the technologically advanced H145 Mounties Care CareFlight helicopter, our rapid response teams provide hospital-level medical interventions within minutes of receiving a call.

1,779

Patients helped by Eastern Operations team

770,135

Total flying hours Eastern Operations

397

Mounties Care CareFlight Rapid Response Helicopter missions



CareFlight airlift teen after mountain bike accident in Belrose.

The NSW Health Grant Agreement, originally extended until December 2024, has been renewed for an additional three and a half years, until June 2028. Additionally, our long-standing partnership with Mounties Care has been reaffirmed with a new \$10 million, five-year commitment, ensuring continued support for our lifesaving aeromedical services.

In the past year, our rapid response teams were tasked to 397 missions by NSW Ambulance, marking a slight increase from the previous year. Throughout these missions, we successfully treated 282 patients. With 176 mission flying hours recorded this year, demand for our service remains strong and reflects the essential role we play in providing rapid, high-level care whenever and wherever it’s needed.

### Medical Services Agreement (MSA)

For the past 18 years, CareFlight has partnered with NSW Ambulance to provide critical care medical personnel across the state’s emergency fleet including eight AW139 helicopters, road-based retrieval units, and fixed-wing air ambulances.

This long-standing agreement has ensured that people who have suffered serious accidents, trauma, and other critical medical emergencies receive the vital care that significantly improves their chances of survival and recovery.

26 CareFlight doctors, contracted to NSW Ambulance, undertook:

87

MSA Fixed Wing Air Ambulance missions

666

MSA Road retrieval ambulance missions

740

MSA helicopter missions

### Patient Transport Service

Demand for CareFlight’s Patient Transport Service (PTS) remains strong, with steady year-on-year growth in both patient transfers and mission activity. This year, our teams safely transported 1,423 patients, while total mission flying hours also rose to 1,698 hours, reflecting the continued need for the service to deliver safe and timely medical transport across the region.



CareFlight King Air and PTV positioned for patient transfer.

### Beechjet Nextant B400 provides additional international aeromedical service.

Since September 2024, CareFlight’s Beechjet Nextant B400 has been based in Newcastle, enabling us to provide an East Coast-based international aeromedical service complementing our G150 jet operations based in the Northern Territory.





# CareFlight expands operations in Newcastle to enhance aeromedical services

This year, we expanded our Newcastle Base with a permanently based turbo-prop King Air aircraft and jet, enhancing our capability to provide lifesaving patient transport services to and from the region.

These aircraft support our patient transport services operated with NSW Health, as well as our national and international medevac services.

In addition to giving the CareFlight team a larger geographic reach and faster service capabilities, the expansion delivered new jobs to the region with employment opportunities for Newcastle-local staff, including nurses, pilots and engineers.

Patient transport vehicles are also based in Newcastle, staffed by local drivers and specially trained nurses, providing patient transport between the aircraft and hospital.

CareFlight’s operational teams work 24 hours a day, seven days a week to provide support for the aircraft. The Operations Centre and specialist teams are equipped to provide logistical support and coordination throughout the patient’s journey.

“Newcastle is an ideal geographic base for patient transport services for residents in Northern and North-Western NSW, as well as for CareFlight’s Air Ambulance services in the Pacific region,” said CareFlight CEO, Mick Frewen.

The Minister for the Hunter, the Hon. Yasmin Catley MP, expressed her enthusiasm for the expansion, highlighting the significant impact it will have on the region.

“Now we’ve got a dedicated plane for regional NSW patient transport and a jet air ambulance for both local and international medevac services, meaning faster care for those who need it most,” she said.



CareFlight Chairman, The Hon. Brad Hazzard, and CEO Mick Frewen, with guests at CareFlight’s Newcastle expansion event.

## CareFlight honours pioneering pilot John Hoad

This year, CareFlight’s longest-serving employee, John Hoad, officially retired after more than 37 years flying for CareFlight.

At the age of 26, John took a leap of faith leaving his job as a senior radiographer at one of Sydney’s major teaching hospitals to embark on a journey that would see him become a co-founder of CareFlight as well as its first helicopter pilot.

In 1986, John helped form CareFlight which led to a fundamental shift in Australian aeromedicine. Unlike traditional rescue helicopters operating at the time, CareFlight’s new system flew highly experienced emergency doctors and critical care paramedics directly to the patient at the scene. This allowed doctors and paramedics to intervene much sooner, resulting in far better outcomes for the patients and their recovery. Placing a doctor on the helicopter for inter-hospital retrievals saved the use of road transport or fixed-wing aircraft, significantly reducing transfer time for critically ill patients.

John worked tirelessly to make sure the helicopters could land at hospitals and even pioneered a change in the Australian aviation regulations just to make it possible. As testament to this legacy, CareFlight now treats and transports more than 9,000 patients each year.

In 1992, John received the HAI Bravery Award for a rescue operation in Bungonia Gorge. In the dark, John manoeuvred the CareFlight helicopter into position in the very narrow 300m gorge, so that a rock climber who lay injured at the bottom of the gorge could be winched to safety.

Following his retirement, CareFlight memorialised John, naming its Airbus H145 helicopter “Captain John Hoad” at a ceremony held at CareFlight’s Westmead base. With fellow founders, his wife and CareFlight colleagues present it was only fitting that The Mounties Care CareFlight Helicopter, bearing its new moniker “Capt John Hoad” was tasked on a lifesaving mission.



Aircraft naming ceremony to honour pioneering pilot John Hoad.





### The Mounties Care CareFlight Helicopter lands at Parliament House, Canberra

In February, the Mounties Care CareFlight Rapid Response Helicopter landed at Parliament House in Canberra to celebrate an historic five-year sponsorship and funding commitment from Mounties Group in-line with the announcement of a \$10 million commitment from the profit-for-purpose organisation.

The occasion also marked a significant milestone, with the Mounties Care CareFlight Rapid Response Helicopter completing more than 1,000 NSW Ambulance taskings in the Sydney Basin since Mounties Care became the naming rights partner.

The commitment from Mounties Group goes above and beyond the existing naming rights sponsorship of the H145 helicopter. It will support CareFlight across a variety of other operations in NSW over coming years, including training programs delivered to emergency response volunteers in regional and rural communities with the goal of building resilience in local communities.



From left to right: Pilot Greg Ohlsson, Aircrew Officer Nathan Peters, Dr Anna Webster MP, Mick Frewen, CareFlight Chief Executive Officer, Anne Stanley MP, The Hon. Emma McBride MP, Michael McCormack MP, Alison Byrnes MP, Sam Birrell MP, Dr Gordon Reid MP and Dale Hunt, Mounties Group Chief Executive Officer.



### Staff profile

## CareFlight pilot soars at the chance to return 'home'

Nick Wilson, a Senior Base Pilot for our Patient Transport Service, initially started at CareFlight as a fixed wing pilot working from our base in Bankstown. Nick grew up in the Hunter region, so when an opportunity to relocate to Newcastle became available, it was an easy decision for him to make.

Joining the aeromedical charity in 2018, Nick has clocked over 6,000 flying hours with 5,500 of these as the pilot-in-command. He has quickly earned the respect of his peers while the senior team has continuously encouraged his development.

In addition to his role as a Senior Base Pilot, Nick also took on responsibilities as a Supervisory Pilot, assisting in the training of new pilots who joined CareFlight.

After seven years with CareFlight, and looking to take on a new challenge, Nick was selected for a position in Newcastle where we have expanded our fleet to include a permanently-based jet and turbo-prop aircraft. This relocation provided him the opportunity to be trained to pilot the jet and take on a role as First Officer with the potential to work toward being a Captain for the aircraft.

"Growing up in the Hunter region, I have always enjoyed the lifestyle and community. So, when the opportunity came up to relocate to Newcastle it was an easy decision to move," said Nick.

"It gives me great pleasure to be working in the area I grew up in, and with my parents coming from the New England region as well being able to help these regions, is highly rewarding. Flying into the airport or over the towns where I grew up or spent time always brings a smile to my face."

**"Nick was identified as a talented pilot with great potential. Since joining CareFlight, he has gone from strength to strength and proven himself as an invaluable member of our crew."**

*Iain Percival  
Head of Flying Operations*



# Northern Territory Operations

CareFlight continues to play a critical role in delivering high-quality aeromedical and retrieval services across the Northern Territory, responding to the unique challenges of remote healthcare in the Top End. From emergency medical retrievals and inter-hospital transfers to search and rescue missions and defence and commercial support, our teams operate across air, land, and sea to provide timely, expert care when and where it’s needed most.

### Top End Medical Retrieval Service (TEMRS)

Since 2011, CareFlight has proudly delivered the Top End Medical Retrieval Service (TEMRS) on behalf of the Northern Territory Government, providing critical care across some of Australia’s most remote and challenging regions.

Operating 24 hours a day, TEMRS combines fixed-wing aircraft, helicopters, and road ambulances to respond rapidly to medical emergencies and conduct urgent inter-hospital transfers. Each mission is crewed by a CareFlight pilot, nurse, and more often a doctor, whose combined expertise brings a hospital level of care directly to the patient, wherever they are.

During the year, we continued to provide this service to the Top End with over 4,300 missions, including both high and low-acuity retrievals.

7,996  
Patients helped by the Top End team

6,105  
hours approx. flown by our NT turbo prop and helicopter fleet

4,371  
missions were conducted by CareFlight TEMRS in the Top End



### CareFlight Interstate Aeromedical Evacuation Services

We continue to deliver critical inter-hospital aeromedical transfers across the Northern Territory, ensuring patients with complex medical needs can access specialist treatment interstate.

Over the past 12 months, our dedicated jet service has completed more than 350 missions, transporting patients to major hospitals around the country.

Our G150 jet fleet has transformed long-distance patient transport. With the capacity to carry multiple critically-ill patients and their escorts directly to any mainland capital without refuelling, the G150s offer unmatched efficiency and comfort. With Federal Government support, the addition of a second G150 in 2024 doubled our capability, improving patient outcomes through faster, more direct transfers and ensuring a jet is always available when a time critical mission must occur.

### CareFlight Palmerston Interhospital Transport Service (PIRTS)

CareFlight’s Palmerston Interhospital Transport Service (PIRTS) continues to play a vital role in supporting accessible, high-quality healthcare across the Northern Territory. Over the past year, the PIRTS team successfully coordinated the transfer of more than 3,200 patients between Palmerston Regional Hospital and Royal Darwin Hospital. This service ensures patients receive timely and seamless care, strengthening clinical outcomes and maintaining continuity across the region’s healthcare network.

### Australian Maritime Safety Authority (AMSA)

CareFlight continues to play a vital role in delivering search and rescue services across the Top End under contract with the Australian Maritime Safety Authority (AMSA). Over

the past year, our crews responded to 16 AMSA-tasked missions, often triggered by the activation of an emergency beacon, in remote or high-risk environments where rapid response is critical.

Our NT-based Rescue Helicopters, powered by Viva Energy, are equipped with winching capabilities that allow our clinical teams to access patients in areas where landing is not possible. This functionality is essential to our operations, enabling safe extractions and timely medical care in challenging conditions.

One notable mission this year involved the rescue of a man who had fallen overboard near the Tiwi Islands. Despite being without a life jacket and surrounded by crocodile-infested waters, he managed to swim to shore. The mission was initiated by an EPIRB signal, and our crew located him at first light. He was treated for dehydration and fatigue and transported to Royal Darwin Hospital. This incident highlights the importance of carrying and registering emergency beacons to ensure a swift and accurate response.

CareFlight acknowledges the strong collaboration with AMSA, the Joint Rescue Coordination Centre, and NT Police, whose coordinated efforts continue to make these lifesaving missions possible.



CareFlight crew member prepares to airlift a young woman following a medical emergency.





## 10 years of lifesaving service: AW139 NT Rescue Helicopter

In October 2024, CareFlight marked a decade of lifesaving operations with the AW139 NT Rescue Helicopter, an aircraft that has become a cornerstone of emergency medical response across the Northern Territory. To celebrate this milestone, hundreds of Territorians gathered at CareFlight's Darwin hangar for a special open day, offering a rare behind-the-scenes look at the aircraft, its crew, and the critical missions they undertake.

Since its first deployment in 2014, the AW139 has flown more than 1,500 missions, covered over 440,000 kilometres, and completed 146 complex winch rescues. Designed specifically for aeromedical operations in remote and rugged environments, the AW139 replaced the BK117 to meet the growing demands of the Territory's vast landscape. Its extended range, spacious cabin, and ability to carry both rescue and inter-hospital equipment without reconfiguration have significantly enhanced operational efficiency and patient outcomes.

The open day was more than a celebration. It was a community event that raised vital funds and inspired

the next generation of pilots, engineers, and medical professionals. Attendees explored the aircraft, watched live winch demonstrations, and engaged with CareFlight's frontline teams. The event also highlighted the strong community support that made the AW139's introduction possible and continues to sustain its operations.

The AW139 continues to be a vital link in the Territory's emergency response network, ready to respond, day or night, wherever it's needed most.

“The success of the AW139 is a testament to the Territory's support. Every mission flown, every life saved, is a shared achievement. As we look to the future, we remain committed to evolving our services to meet the needs of the communities we serve.”

*Jodie Mills-Mitchell*  
General Manager of Northern Operations

## Supporting Defence and Energy and Resources activities

We continue to play an important role in supporting defence and energy and resources operations across the Northern Territory. Our teams provide emergency department-level care in the field and during transport, ensuring rapid, high-quality medical response during military exercises operations and field work.

For the past seven years, we have delivered dedicated aeromedical evacuation support to the United States Marine Corps during their live-fire training exercises in the Top End. This long-standing partnership reflects our shared commitment to safety, preparedness, and operational excellence.

In addition to frontline support, CareFlight has hosted Australian Defence Force (ADF) personnel at our Logistics and Operations Command Centre. These placements offer valuable exposure to real-time mission coordination involving both air and road assets, which directly support ADF training and deployment readiness.

We also collaborate with the ADF in joint training exercises. Notably, our medical crews conduct water winch training in Darwin Harbour with the support of an ADF vessel, ensuring our teams are prepared for complex maritime rescues.

CareFlight is proud to support our own staff who serve as reservists, with workplace policies that enable them to meet their Defence Force commitments while continuing their vital roles within our organisation.



U.S. marines and sailors with Marine Rotational Force – Darwin 24.3 and a CareFlight medical specialist treat a simulated patient during a casualty evacuation exercise at Mount Bunday Training Area, NT.

## Building on NT as an aeromedical hub

We continue to invest in Darwin's development as an aeromedical hub by supporting industry and government in the region. Our position in the Top End was recognised in this year's Federal Budget with an investment of \$10.1 million in 2025-26 to increase our capacity to deliver aeromedical services including patient transport and air rescue missions in rural and remote Australia.

## Community initiatives

**154**  
participants trained by Viva Energy and other funders

in Remote Trauma Courses for community members and remote clinical staff at 13 locations delivered at no cost to the participants

**156**  
boxes of fruit

at 15kgs per box delivered to remote communities

## The Fresh Fruit For Kids initiative

Running since 2020, CareFlight delivers free fruit, donated by Woolworths, to remote community clinics, where staff hand them out to kids and their family.





## Breaking barriers: Celebrating our all-female aeromedical crews

This year, CareFlight proudly marked a historic milestone, successfully deploying all-female aeromedical crews on critical missions across the Northern Territory and beyond. In an industry where women make up just 7.5% of pilots and 17% of critical care doctors, this achievement reflects CareFlight's ongoing commitment to diversity, inclusion, and gender equality.

These all-female teams, comprising pilots, critical care doctors, and flight nurses, are delivering world-class care in some of the most remote and challenging environments in Australia. Their presence in the skies and on the ground is not only lifesaving but also deeply symbolic of the progress being made in traditionally male-dominated fields.

"There's something incredible about stepping into the aircraft and seeing an entire team of women, all highly

trained, all at the top of their game, and all there for one purpose: saving lives. A few years ago, this wouldn't have been possible. Now, it's happening and it's only the beginning," said Trudy Guiney, CareFlight Flight Nurse.

Senior Base Pilot Anna Pescatore, who has flown hundreds of missions, echoed this sentiment.

"When I started in aviation, an all-female crew was unheard of. Now, we're flying critical missions together, proving that skill and leadership have nothing to do with gender."

CareFlight is also focused on inspiring the next generation of women in aviation and emergency medicine. Through mentorship, leadership development, and inclusive workplace practices, the organisation is creating pathways for women to thrive in high-stakes, lifesaving roles.

## Missions

### Mid-sea medical rescue

A relaxing cruise turned into a race against time in October last year when a woman in her 20s was struck by severe abdominal pain, suspected to be appendicitis. With the ship 30 nautical miles off the coast of Maningrida and heading toward Darwin, help was urgently needed.

Enter the CareFlight NT Rescue Helicopter, powered by Viva Energy. Tasked by the Australian Maritime Safety Authority, the crew sprang into action. Within minutes of arriving on scene, a flight nurse was winched down onto the moving ship, stabilised the patient, and lifted her back to safety, all in under 15 minutes.

She was flown straight to Royal Darwin Hospital in stable condition, later calling the CareFlight team her "angels." This mission highlights the skill and dedication of CareFlight's team as they provide critical care under challenging conditions.

### Remote response: lifesaving mission in East Arnhem Land

Earlier this year, a remote medical emergency in North East Arnhem Land triggered an urgent call for help. A woman had collapsed with chest pain in the isolated homeland of Gan Gan, a place where the nearest hospital is hours away by road.

CareFlight was tasked by NT Health to respond, launching an immediate aeromedical retrieval.

Navigating through challenging wet season conditions, the CareFlight crew landed safely on a nearby dirt airstrip and immediately commenced clinical care. The mission demonstrated the agility and preparedness of our teams to respond swiftly, even in the most remote and weather-affected regions of the Northern Territory.

From the tropical coastline to inland communities, CareFlight remains ready to deliver critical care, wherever and whenever it's needed most.



Aircrew Officer Michael Chew, past patient, and Flight Nurse Sami-Lea MacLeod reunited.



A CareFlight King Air on a remote Top End airstrip.





## Past Patient

# Hope in the sky: CareFlight's urgent mission for a mother and her baby

At 22 weeks pregnant, Kate was confronted with a devastating reality, her breast cancer had returned. It was her second diagnosis of bilateral breast cancer, and this time, the disease was more aggressive.

She began treatment immediately, balancing surgery and chemotherapy with the physical and emotional demands of pregnancy. But at 33 weeks, new and intense neck pain signalled something worse. Scans confirmed the cancer had spread to her spine, fracturing her C5 vertebra and progressing to stage 4.

With time critical, NT Health called on CareFlight to fly Kate from Darwin to Brisbane's Women and Children's Hospital for urgent, specialist surgery, giving her and her unborn daughter the best possible chance.

"It was a very scary and overwhelming time. To learn I now had terminal cancer, needing surgery on my neck and that they could possibly be delivering my baby at 34 weeks was a lot to process. I knew I needed to make this flight to save my life and my baby's, but it was all very daunting," shared Kate.

From the moment the CareFlight crew entered the room, Kate felt at ease.

"They knew this was a traumatic time, and I felt completely safe. They were not only caring for me but also supporting my husband, ensuring we were both informed and comfortable."

During the flight, CareFlight nurse, Nadine, performed an ultrasound to check on Kate's baby, a moment Kate says she'll never forget.

"It was amazing to see my baby healthy and happy, especially at 30,000 feet," she recalled.

Three days after returning home, Kate delivered a healthy baby girl at 35 weeks.

"I could not be more grateful to the CareFlight team. When we were in one of our darkest and most overwhelming times of uncertainty, they were a ray of light for us. We knew we were safe in their hands and their care and compassion were impeccable. Nadine went above and beyond for us and for that, we will be forever thankful," said Kate.

Amazingly, even throughout two surgeries, chemo and two flights, the baby was perfectly healthy. She needed no NICU [neonatal intensive care unit] time and was able to come home a few days later. Now, at 18 months old, Kate's daughter continues to thrive.

"Being able to care and support Kate and her husband both to and from Brisbane provided a rare opportunity to follow up on my patient's journey and to know the outcome of her treatment," said Nadine.

## Celebrating culture and commitment: Indigenous artwork unveiled on NT Rescue Helicopter

In a powerful symbol of reconciliation and cultural respect, CareFlight unveiled Indigenous artwork on its NT Rescue Helicopter, powered by Viva Energy, ahead of NAIDOC Week 2024. The design, titled Wa-nal, Yalinguth, Yalingbu, Yirramboi (You and me, yesterday, today and tomorrow) and commissioned by Viva Energy, reflects a deep commitment to delivering culturally appropriate care and fostering stronger connections with the First Nations communities served across the Northern Territory.

The artwork, created by Dixon Patten, a proud Yorta Yorta and Gunnai man, transforms the aircraft into a flying canvas of cultural storytelling. Rich in symbolism, the design features circles, infinity symbols, and traditional markings that represent community, knowledge sharing, and the journey toward reconciliation. It also includes gum leaves, boomerangs, and animal tracks, honouring the wisdom of Elders and the strength of cultural heritage.

Operating on behalf of the NT Government, the Rescue Helicopter is a vital link to emergency care for remote

communities, particularly during the wet season when road access is often cut off. The aircraft has become a beacon of hope, and now, a visual representation of CareFlight's reconciliation journey.

"This helicopter represents our commitment to reconciliation action," said CareFlight CEO, Mick Frewen.

"It's more than a symbol. It's a conversation starter and a source of pride for the communities we serve."

The initiative was made possible through the support of Viva Energy, CareFlight's naming rights partner for the NT Rescue Helicopter. "This artwork is a powerful expression of our shared commitment to reconciliation and community connection," said Viva Energy CEO, Scott Wyatt.

As the first charity aeromedical organisation in Australia to feature Indigenous artwork on an aircraft, CareFlight is proud to lead by example, honouring culture, strengthening relationships, and reaffirming its mission to save lives, speed recovery, and serve the community.





# Education & Training

CareFlight exists to save lives, speed recovery and serve the community. At the heart of our ability to deliver on this mission is a relentless commitment to education and training. From clinical teams operating in high-pressure aeromedical environments, to corporate leaders learning to perform under stress, to everyday Australians in remote regions gaining life-saving skills — our education programs are designed to empower, upskill and prepare people for when it matters most.

## Clinical

As part of our commitment to improving patient outcomes, we provide high-quality training to both internal and external clinical staff. Our internal clinical education is intensive and simulation-based, designed to strengthen teamwork, communication, and technical skills ensuring our teams are fully prepared for each mission.

The Education Team’s clinical education programs are foundational to CareFlight. They enable us to employ registrars, maintain compliance with the ‘Joint Guideline for the Transport of the Critically Ill Patient,’ meet CASA Medical Transport Specialist Requirements, and ensure that nurses, doctors, and paramedics deliver care at the accepted standard for aeromedical organisations in Australia.

As a national organisation grounded in local contexts, our internal education programs adhere to Medical College accreditation standards, ensuring our workforce is equipped with essential knowledge and skills to serve local patient populations expertly.

Our commitment to excellence in training and education ensures that our medical and aviation personnel can continue to deliver CareFlight Air Ambulance (CFAA) services utilising our G150 and B400 jets to operate safely across the Asia-Pacific region while also enhancing the patient journey within our local healthcare system.

Across our key government contracts, we deliver rigorous

Pre-Hospital Trauma Care (PHTC) training to ensure all medical personnel are equipped to provide consistently high standards of care in pre-hospital and retrieval settings. These contracts include the Palmerston Interhospital Transport Service (PIRTS), NT Interstate Aeromedical Evacuation Services (NTEAMS), Patient Transport Service (PTS), Top End Medical Retrieval Service (TEMRS), and the CareFlight Rapid Response Helicopter (CRRH).

We continue to be an accredited aeromedical training site for the provision of The Associateship of Pre-Hospital and Retrieval Medicine (A-PHRM) in both Sydney and the Northern Territory playing an important role in our biannual recruitment of exceptional registrars.

Our comprehensive approach to clinical education and training ensure our clinicians remain up-to-date with the latest evidence-based knowledge ensuring the delivery of safe, high-quality care in some of the most complex clinical environments.

96  
clinical education courses

to 750 participants this year



Newcastle Trauma Care Workshop.

## Bespoke Leadership Courses

Our expertise in high-stakes environments extends beyond clinical settings to support leadership development in the corporate sector. Through our commercial education offerings, we design and deliver bespoke human-factor led, experiential courses that translate the principles of pre-hospital and aeromedical care into business and leadership contexts.

A standout example is the Leadership Immersion course designed for Macquarie Bank as part of its Executive Leadership Development Program. In November, members of the bank’s leadership team participated in a high-fidelity simulation experience focused on core leadership and teamwork behaviours. The goal was to apply insights from aviation and retrieval medicine, where critical decisions and seamless teamwork are essential, to enhance decision-making and performance under pressure in the corporate world.

Central to the course was the science of Human Factors: the study of how people interact with systems, environments, and each other. These principles, which are vital for saving lives in aeromedicine, can also transform leadership in complex, high-stress business environments.

Through dynamic, scenario-based simulations, participants were immersed in real-time challenges that required them to build high-performing teams, navigate limited or conflicting information, resolve tension, and make critical decisions under pressure. The training also emphasised maintaining psychological safety, empathy, team cohesion, and effective communication all of which are key ingredients for successful leadership in any setting. In appreciation, Macquarie Bank made a generous contribution to CareFlight, helping us continue delivering the highest standards of care to the communities and patients we serve.



“The clinical training we provide plays a critical role in ensuring that CareFlight, as an organisation, continues to challenge itself, innovate, and uphold our position at the forefront of aeromedical critical care.”

Dr Lee Blair

Retrieval Specialist and Deputy Medical Director with CareFlight's Education & Training department



Community

CareFlight remains deeply committed to supporting communities in regional and remote Australia through the delivery of critical trauma care education. Our community-focused workshops equip everyday Australians with essential lifesaving skills, ensuring that people living in geographically isolated areas are better prepared to respond in emergency situations.

Programs such as Sick and Injured Kids in the Bush (SIKIB) and the newly launched Infant Care Workshops (ICW) have been welcomed by local participants, helping caregivers and community members gain confidence in managing medical emergencies involving children and infants. In the past year, 94 people took part in SIKIB sessions across 12 locations, while 70 people participated in ICW sessions delivered in nine communities.

Our Trauma Care Workshops (TCW) remain the cornerstone of our community training efforts, equipping 429 participants across 36 locations with first responder

“These programs are not just about teaching skills; they’re about empowering people to take control in emergencies and feel confident they can make a difference.”

Dean Blackney  
Flight Nurse/Midwife & Community Educator

techniques for high-risk incidents such as road trauma and agricultural accidents.

The Remote Trauma Course (RTC) run in the NT and funded by Viva Energy Australia, is designed specifically for people living and working in areas where access to immediate medical assistance is limited. Using life-like medical mannequins, simulated accident scenarios, and purpose-built simulation equipment, the course provides a dynamic, hands-on learning environment that mirrors real-world trauma situations. In the past year, 154 participants completed RTC training across 13 locations, gaining the practical skills and confidence to respond effectively when emergencies strike.

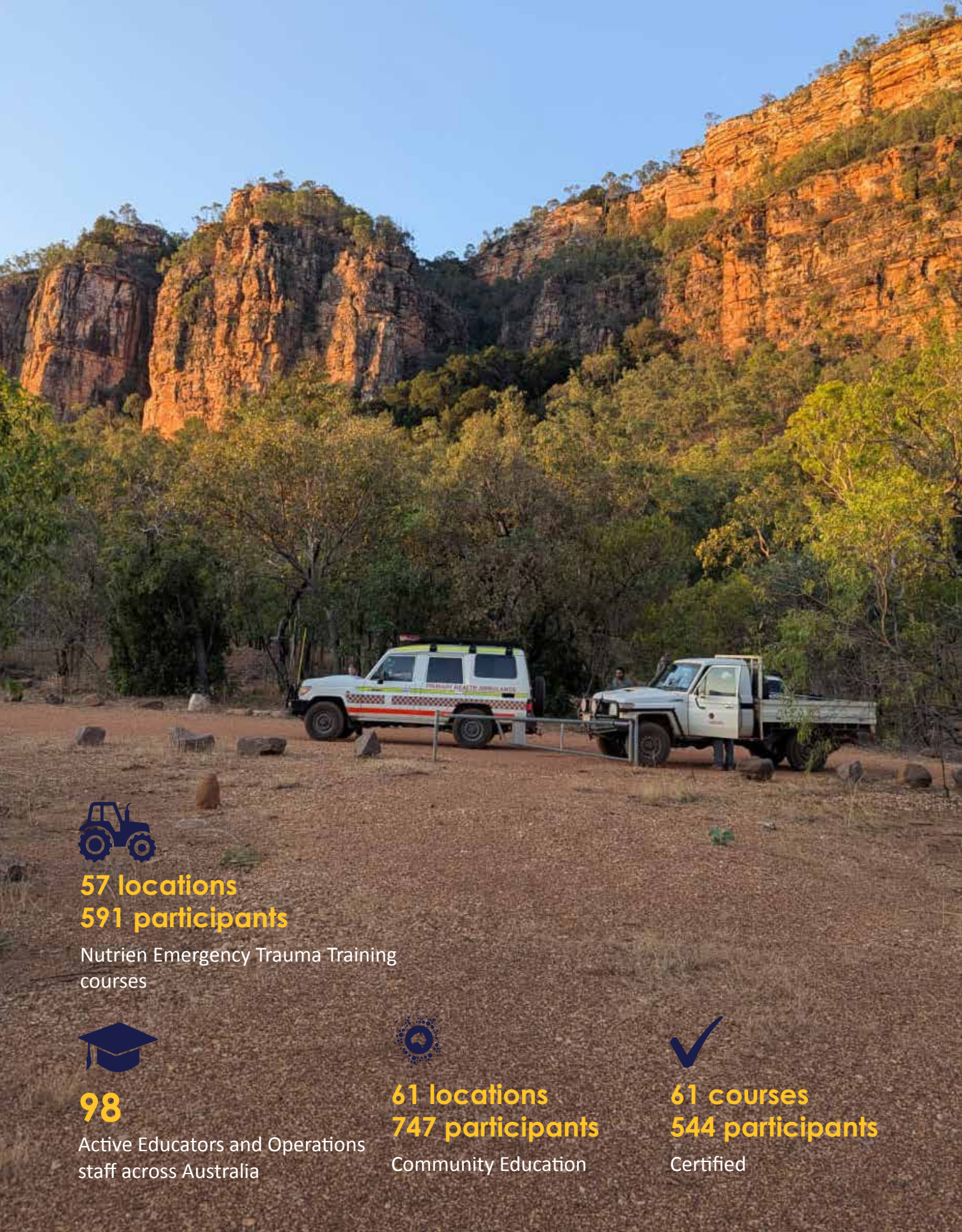
Altogether, CareFlight delivered community education programs in more than 60 locations across Australia, empowering hundreds of individuals with the knowledge and readiness to provide immediate care when it is needed most.

“For our remote staff and community, travelling to Darwin or interstate for training isn’t an option, so having CareFlight come to us means everything.”

Gunbalanya Health Centre



Katherine Research Station RTC.



57 locations  
591 participants

Nutrien Emergency Trauma Training courses



98  
Active Educators and Operations staff across Australia



61 locations  
747 participants  
Community Education



61 courses  
544 participants  
Certified



# Clinical Governance

In 2024–2025, we continued to strengthen our clinical governance systems, underpinned by a commitment to safety, learning, and continuous improvement across all services.

A key pillar of CareFlight’s clinical governance approach is our commitment to robust clinical review. Through structured review processes at both service and organisational levels, we ensure that clinical experience drives system improvement. These mechanisms enhance accountability, promote best practice, and support excellence in patient care across complex and dynamic environments.

## Highlights of the 2024 – 2025 period

- The Clinical Governance Framework was updated to better align with current practice, enhance accountability, and support improved risk monitoring and oversight.
- A revised Infection Prevention and Control Procedure was implemented, incorporating national standards and contemporary evidence. Supporting resources were updated to ensure consistency across clinical and aviation settings.
- Patient Transport Services (PTS) transitioned to a new hangar facility at Bankstown Airport, improving operational coordination and access to vehicles and equipment.
- Consumer representatives are currently being recruited and onboarded, strengthening consumer partnerships in service design, review, and governance. These individuals will contribute lived experience and actively participate in shaping service design across the organisation. Onboarding included tailored orientation, access to relevant materials, and dedicated support to ensure meaningful engagement.

## Clinical Review

Clinical Review Meetings were held across core services, providing a structured forum for case-based reflection, learning, and quality improvement:

- Patient Transport Services (PTS) & CareFlight Air Ambulance (CFAA): **4 meetings**
- CareFlight Rapid Response Helicopter (CRRH): **4 meetings**
- Northern Territory (TEMRS, NTEAMS and PIRTS): **9 meetings**

9788

Patients treated

600

High acuity cases reviewed by the QA Teams

(including cases discussed at Clinical Review Meetings and electronic medical record reviews)



CareFlight crew boarding a King Air, prepared for emergency response.

## Key insights

CareFlight maintains a strong, organisation-wide commitment to clinical case review as a foundation for delivering safe, high-quality care. Regular Clinical Review meetings and Continuous Quality Improvement (CQI) activities, including structured medical record audits and debriefs, enable teams to critically examine clinical practice, extract learnings, and implement targeted improvements. These structured mechanisms promote a culture of accountability, clinical rigour, and cross-disciplinary collaboration.

Learnings from reviews are communicated directly to individual clinicians through formal feedback loops,

targeted coaching, and structured case debriefs. At the service level, findings are disseminated via clinical update days, clinical review meetings, education sessions, and updates to local procedures. Organisation-wide insights are shared through multi-disciplinary meetings and reports.

Key findings and risks identified through these processes are escalated to the Clinical Executive and Risk Review Committee to ensure appropriate governance oversight, strategic alignment, and resourcing of system-level responses.

These efforts ensure that frontline insights are translated into meaningful change, reinforcing our commitment to safe, high-quality, and continuously improving care.



CareFlight flight nurse treating a patient during a mission.



# Safety & Quality

Safety and quality are integral to every aspect of CareFlight’s operations, driving our commitment to delivering safe, effective, and consistently high-quality aeromedical services and patient care.

## Audit and Assurance Activity

Over the past year, a total of 95 safety and quality assurance activities were undertaken, including:

- 23 internal audits
- 9 supplier audits
- 5 external audits
- 58 assurance checks

A highlight was the successful audit conducted by the United States Department of Defense in March, as part of our ongoing service contract in Darwin. The audit focused on systems, governance, and organisational capability. The audit team praised CareFlight’s achievements, noting that “for such a small organisation with so few staff, CareFlight manages to achieve a great deal.”

## ISO Recertification

A key milestone achieved in February this year was the successful recertification of CareFlight’s IMS against three internationally recognised ISO standards: ISO 9001 (Quality Management), ISO 45001 (Occupational Health and Safety), ISO 14001 (Environmental Management). This certification demonstrates the strength of our integrated governance and operational frameworks

## Supplier assurance enhancements

We have revised our approach to supplier assurance, implementing a new risk-based framework that places greater emphasis on the oversight of critical suppliers. This system also aligns with our obligations regarding modern slavery and environmental sustainability, enhancing our ability to identify and manage supply chain risks more proactively.

## System and training improvements

This year, we modernised our document control system, transitioning from a manual, time-intensive process to a more streamlined solution using Microsoft platforms. As part of this upgrade, we have been able to reduce the number of documents in the IMS from 2,300 to 1,500.

IMS training requirements were also reviewed and migrated to a new platform. Eleven new, subject-specific courses were introduced, providing more relevant and accessible training tailored to staff needs.

## Strengthening risk and change management

We further refined our risk management systems by enhancing the enterprise risk register and introducing a dedicated operational risk register, which now serve as key repositories of operational and safety knowledge.

The aviation scorecard system introduced last year has been refined to support more proactive risk management. By tracking data trends across flight operations, engineering, and safety oversight, the team can now identify emerging issues early.

The change management process was updated to take a more risk-based approach, ensuring that all operational changes are implemented with clear oversight and demonstrable benefit to the organisation.

## Workplace safety and Lost Time Injuries

We have made significant progress in improving workplace safety, reflected in a substantial reduction in the Lost Time Injury Frequency Rate (LTIFR) from 9.5 at the end of April 2024 to 4.9 at the same time this year. This outcome highlights the effectiveness of targeted initiatives and an organisation-wide focus on injury prevention and staff wellbeing.

## Enhancing collaboration

Aviation safety and quality activities have expanded to include closer coordination with teams beyond flight

operations and engineering. The aviation safety and quality team now work in partnership with clinical teams and operations. This has involved inviting leaders to participate in safety report reviews where operational issues may intersect with clinical and operations factors. The shared analysis and follow-up actions ensure a more holistic and effective safety response.

## Strengthening governance structures

Our safety governance framework has continued to mature, with a clear structure guiding the escalation of safety information from frontline discussions through to the Board. At the base are operational-level meetings focused on individual safety reports, progressing to monthly management-level aviation safety and quality and clinical meetings, then to quarterly executive reviews, and finally to Board and subcommittee oversight. This structure ensures that all safety-critical issues are monitored and addressed at the appropriate level, with clear lines of accountability and communication both up and down the governance structure.

## Responding to industry-wide security reforms

Aviation security has also been a growing focus in response to heightened national scrutiny. CareFlight has strengthened its compliance with new aviation security requirements issued by both industry partners and the

Department of Home Affairs. Measures have included adjusting procedures at various bases, such as introducing formal visitor sign-in processes and ID verification at Newcastle Airport. While many of these rules have long existed, they are now being more rigorously enforced across the industry, and we have responded proactively to ensure continued compliance.





## Promoting a safety culture

To further support internal engagement, the aviation safety and quality team launched a new SharePoint communications site to centralise aviation safety and quality information. This dynamic platform allows for monthly updates, summaries of closed safety reports with associated outcomes, and key aviation safety news articles. It also provides easy access to policies, procedures, and resources, making safety-related information more accessible for all staff.

## Introducing root cause analysis

A new initiative introduced this year is the classification of causal factors in all aviation safety reports. By categorising contributing factors, the team can track trends, generate meaningful insights, and implement targeted interventions. This level of analysis represents a sophisticated and valuable approach to learning from incidents and continually improving safety practices.

## Certification and accreditation

AVIATION	Air Operator’s certificate CASA	Certificate of Approval CASA			
TRAINING	CAR217 CASA	Part 141/142 CASA	Australian Skills Quality Authority RTO		
MGT SYSTEMS	 Quality ISO9001	 OH&S ISO45001	 Environment ISO14001		
MEDICAL	Australian College for Emergency Medicine	Australian & New Zealand College of Anaesthetists	Australian College of Rural & Remote Medicine	European Aeromedical Institute	College of Intensive Care Medicine
				Royal Australian College of General Practitioners	 NSQHS Standards



# CareFlight Air Ambulance

Our Air Ambulance service continues to be a cornerstone of critical medical retrieval across Australia, Asia, and the Pacific, providing essential aeromedical support with unparalleled expertise. Utilising CareFlight-operated aircraft and a dedicated team of critical-care doctors, nurses, and experienced pilots, we offer a comprehensive bed-to-bed service from initial call to hospital admission. CareFlight’s jets (1 Gulfstream G150 and 1 Nextant B400) carry state-of-the-art medical equipment, including the Hamilton T1 transport ventilators, Tempus Pro monitors and the Tempus LS defibrillators, IV pump and blood fluid warmer, EPOC portable blood analysers as well as C-Mac Video laryngoscopes, ensuring optimal care during transport.

Over the past year, the Air Ambulance team has successfully completed a total of 26 air ambulance missions. These missions included intercontinental transfers from locations such as Nauru, Norfolk Island, Suva, Noumea, Honiara, Tuvalu, and Bali, alongside domestic interstate missions for various health departments. Tasked by the National Critical Care and Trauma Response Centre (NCCTRC), we also

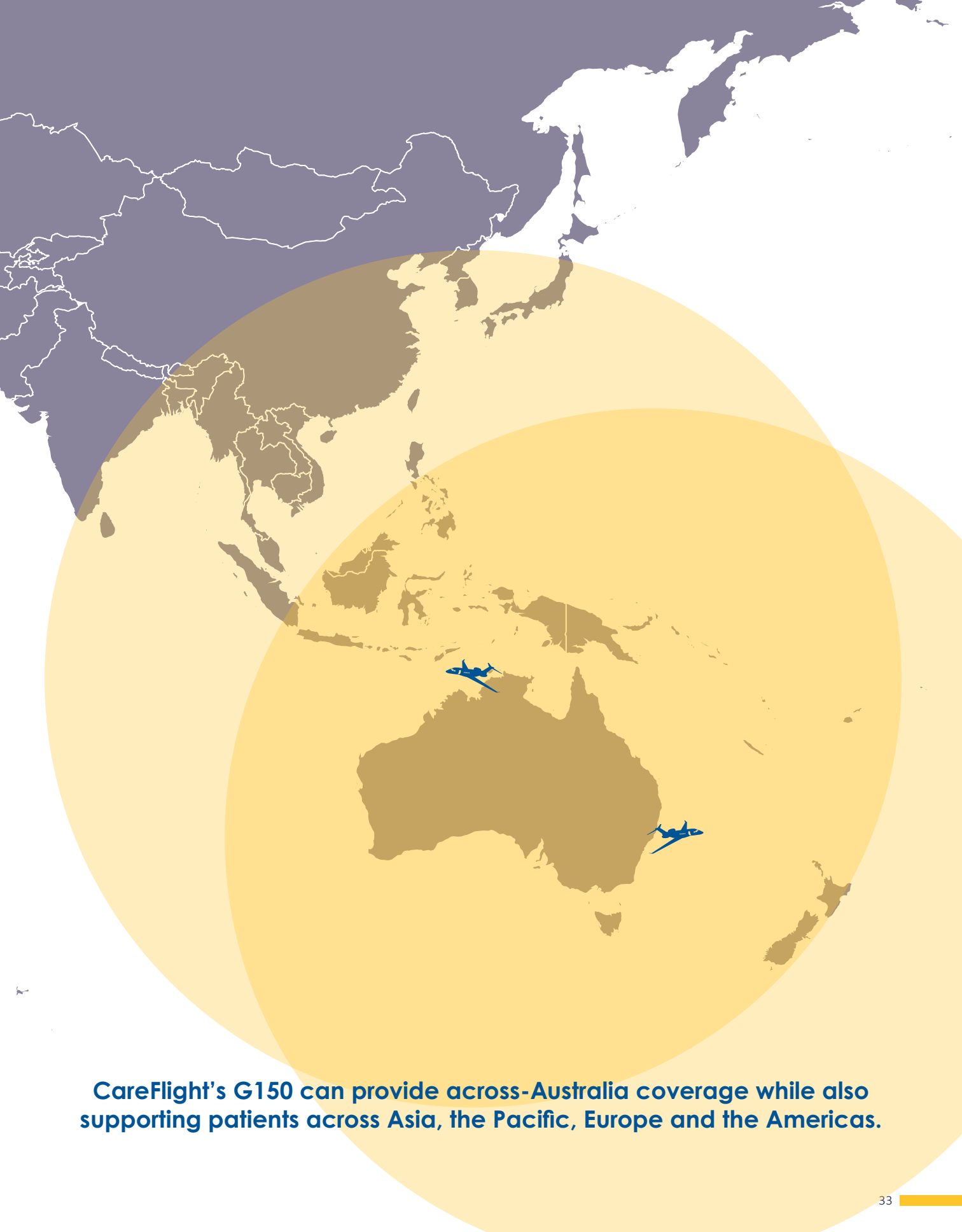
played a critical role in transporting clinicians and supplies to regions affected by the Vanuatu earthquake in December 2024.

Additionally, our Air Ambulance team conducted six Commercial Medical Escort (CME) missions this year. These missions involve a CareFlight Doctor and Nurse team using commercial long-haul flights, when clinically appropriate, to accompany patients and their relatives to their home or destination hospital. This service ensured safe medical transfers to and from international destinations such as Shanghai, Phnom Penh, Kuta, Dunedin, and New Plymouth.

Our Newcastle base allows CareFlight to rapidly respond in Australia as well as the South Pacific and Southeast Asia. From our Darwin base, the G150 reaches major Australian cities like Sydney and Melbourne in under four hours, and Adelaide and Perth in just over three hours. Internationally, it can swiftly travel to Hong Kong in just over four hours, Bali in under two hours, and Dili in one hour.



CareFlight crew in Bali on a CareFlight Air Ambulance mission.



**CareFlight’s G150 can provide across-Australia coverage while also supporting patients across Asia, the Pacific, Europe and the Americas.**



# People & Culture

Our people remain at the core of CareFlight’s impact. Our commitment to building an inclusive, supportive, and high-performing workplace has not wavered. In 2025, we have sharpened our focus on long-term programs and initiatives that continue to build the capability, wellbeing, and diversity of our workforce.

## Pathways and progression

We are actively working to expand structured career pathway programs that support employees at all stages of their journey with CareFlight. These programs are designed to provide clear development opportunities, particularly for underrepresented groups, and to ensure that our people are equipped to grow their careers while making a meaningful difference in the community.

## Reconciliation and community engagement

CareFlight is committed to deepening our reconciliation efforts. Building on our past engagement, we are progressing the implementation of initiatives aligned with our Reconciliation Action Plan (RAP). These include increased employment opportunities for First Nations peoples, cultural awareness training, and stronger community partnerships that contribute to long-term change.

## Diversity, Equity and Inclusion (DEI)

This year, we have reinforced our focus on diversity, equity, and inclusion. We are working to embed DEI principles across all levels of the organisation, with a particular emphasis on inclusive recruitment practices, gender pay equity and creating safe spaces where every individual feels respected and valued. These efforts reflect our belief that diversity drives innovation and strengthens our collective impact.

## Workforce planning

2025 has seen significant progress to ensure our systems, policies and processes reflect optimal job design. A future

focused workforce is important to ensuring we have the skills we need and that we can strategically plan for recruitment, capability, and succession.

## Improved HR systems

This year has seen a broad commitment to enabling our teams by developing suitable people systems that support people policies and practices, increasing productivity and efficiency. Analysis of data from these systems will give insights to help shape the way we work. This will result in better workforce planning, employee experience, retention rate, and talent acquisition.

## Maintaining momentum

2025 has been a year of laying down strong foundations. The initiatives underway today will shape the CareFlight of tomorrow, one that continues to lead not only in aeromedical care but in how we attract, support, and empower our people.

## Awards

### SES Bravery awards

CareFlight’s exceptional dedication during the catastrophic floods in November 2022 was recognised at the NSW SES Awards held in August last year. Three former air crew members, Craig Rose, Todd Wilson, and Jake Laurie, were honoured for their outstanding contributions while operating with NSW RFS. The floods in Eugowra and surrounding areas triggered a major interagency rescue operation involving 12 helicopters and hundreds of flood rescues, with more than 700 residents evacuated and 200 homes severely impacted.

The recognition highlights the vital role CareFlight played in the emergency response and the bravery and commitment of its team during one of the region’s most challenging natural disasters.

## Board Awards

### Kylie Pike

Kylie joined CareFlight in June 2023 as Strategic Partnerships Manager, supporting the General Manager Partnerships and the CEO. In this national role, with a strong focus on the Northern Territory, Kylie has built trusted relationships across CareFlight and with key clients in government, defence, and the energy and resources sectors.

Her tireless work, including extensive travel and regular industry engagement, has led to new agreements with the ADF, the Republic of Singapore Air Force, and major energy companies. In just six months, Kylie has helped secure over \$1.5 million in new revenue, making a significant contribution to CareFlight’s growth and future sustainability.

### Dave Warren

Dave joined CareFlight in October 2018 as a Licensed Aircraft Maintenance Engineer (LAME) at Bankstown and was promoted to Senior Base Engineer Fixed Wing in 2019. In December 2023, he accepted the role of Head of Maintenance and temporarily relocated to Darwin with his young family, a significant personal and professional commitment.

Dave led with accountability, creativity and courage, driving meaningful improvements across the maintenance department. Under his leadership, aircraft turnaround times have shortened, preventive maintenance has improved, and planning has become more efficient. During a recent audit, the lead auditor remarked on the remarkable transformation of the Darwin hangar, testament to Dave’s dedication and hands-on leadership.



Kylie Pike receives Board Award from CareFlight CEO, Mick Frewen.



Board Award winner, Dave Warren with CEO, Mick Frewen.





## Supporting the Next Generation: apprentice spotlight

At CareFlight, we're proud to invest in the future of aviation through hands-on training and development opportunities. One standout example is Amy Kevan, an Apprentice Aircraft Maintenance Engineer whose journey reflects the value of nurturing talent from within.

Amy began her career in CareFlight's stores department with no prior aviation experience. Encouraged by her colleagues, she applied for an apprenticeship and quickly found her passion. Today, Amy is thriving in her role, where she works alongside experienced engineers to maintain and service our lifesaving aircraft.

What Amy enjoys most is the variety in her work, the challenge of understanding complex systems, and the strong sense of teamwork that defines CareFlight's engineering crew.

The Civil Aviation Safety Authority's Flight Safety Australia recognised Amy's journey and shared her story as part of National Apprenticeship Week. Apprentices like Amy are essential to keeping our fleet mission-ready and ensuring we can continue delivering critical care across the Northern Territory.



### Staff profile

## Celebrating a decade of leadership: Terri's journey at CareFlight

This year, CareFlight proudly celebrates Terri Van-Cuylenburg's 10-year milestone with the organisation: a decade marked by dedication, growth, and meaningful impact. Beginning her journey as a Human Resources Coordinator, Terri has progressed through several leadership roles, including HR Manager and Business Operations Manager, and now serves as CareFlight's National Head of Human Resources.

Terri has been instrumental in shaping a workplace culture that values inclusivity, equity, and professional development. Her leadership has driven key initiatives across diversity and inclusion, talent management, and organisational development. Under her guidance, CareFlight has implemented a Gender Equality Policy, addressed pay equity, and expanded leadership opportunities for women across the organisation.

Her commitment to empowering others is reflected in her mentorship of emerging leaders, particularly women in traditionally male-dominated fields such as aviation and engineering. Terri's message to aspiring professionals is clear: believe in your abilities, seek out mentors, and embrace challenges as opportunities for growth.

Terri's achievements extend beyond HR. She has successfully project-managed major contracts, including

with the United States Marine Corps, and played a key role in organising internal events that strengthen team culture, such as the CareFlight Hangar Ball.

Balancing her professional responsibilities with personal growth, Terri has also completed an MBA and managed two small businesses, exemplifying her drive and resilience. Her leadership continues to inspire colleagues across the organisation and contributes to CareFlight's mission of saving lives, speeding recovery, and serving the community.



L-R: The Hon. Brad Hazzard, Terri Van-Cuylenburg, CEO Mick Frewen, Jodie Mills, and Peter Broschofsky.



# Fundraising

CareFlight’s lifesaving work is made possible by the extraordinary generosity of those who believe in our mission, not just for today but for generations to come. This year, our fundraising efforts have been supported by a renewed focus on building long-term, high-value support.

The generosity from our donors, bear and raffle ticket buyers continues to provide steady and important support for our work as does the vital work of our volunteers. These contributions, large and small, ensure we are ready to respond whenever and wherever we are needed. As CareFlight grows its impact, it is important that we continue to grow our fundraising across channels such as Gifts in Wills, philanthropy and corporate partnerships. Bequest revenue continued to provide significant support, reflecting the lasting impact of donors who choose to leave a gift in their Will. In addition, major gifts from individuals and foundations, along with strengthened corporate relationships, are helping us invest in innovation, expand our reach and train the next generation of critical care specialists.

## Bequests

Bequests play a vital role in supporting CareFlight’s lifesaving operations, helping to fund critical missions, training, and medical innovation. These generous gifts ensure CareFlight can continue to save lives, speed recovery and serve the community for generations to come.



CareFlight crew with equipment purchased with the support of bequests.

## Case study

### A Legacy of Support: Fay Beverly Selby

Fay Beverly Selby, together with her mother Faith, was a committed supporter of CareFlight for many years. Each Christmas, they organised and hosted small community fundraising events, generously donating the proceeds to CareFlight and WIRES.

In later years, Fay was no longer able to continue her active fundraising, but her commitment to CareFlight endured. In honour of her mother’s long-standing support, she arranged for a portion of Faith’s estate to be donated to CareFlight and also included the organisation in her own Will.

Fay passed away a few years ago, and her estate was finalised in 2024. CareFlight is honoured to have received a generous bequest through her Will, alongside other charitable organisations. Her legacy is helping to fund critical care, ensuring her support continues to reach people in urgent need.

## Philanthropy

Philanthropic gifts are crucial to CareFlight’s ability to provide lifesaving care across Australia. Major donations fund vital services, equipment, education and training, as well as innovation, directly benefiting patients and frontline crews.

What sets philanthropic giving apart is its flexibility. Donors can tailor their support to match their interests, whether it is a specific region, service, or project. This personalised approach ensures every gift makes a meaningful and lasting impact.

## Case study

### Gailey Lazarus Charitable Foundation: championing lifesaving skills across Victoria

Through its steadfast commitment to community health and wellbeing, the Gailey Lazarus Charitable Foundation played a pivotal role in bringing lifesaving trauma care training to regional Victoria. In 2024, the Foundation supported CareFlight to deliver the Trauma Care Workshop (TCW): a high-fidelity, hands-on training program designed to empower everyday Australians with vital emergency response skills.

Thanks to this generous support, 131 community members and first responders across 11 Victorian locations received critical trauma care training, entirely free of charge. This initiative brought more than knowledge; it brought confidence, preparedness, and the potential to save lives when every moment matters.

**About the Trauma Care Workshop:** Led by expert CareFlight clinicians, the Trauma Care Workshop focuses on delivering real-world, simulation-based learning in community settings. Participants engage in interactive scenarios and gain practical skills in bleeding control,

airway management and patient assessment in high-stress trauma environments.

“I would highly recommend this workshop. The skills are genuinely lifesaving... I feel more prepared as an SES member. Great hands-on experience,” a State Emergency Service (SES) participant reflected.

By enabling this vital training, the Gailey Lazarus Charitable Foundation has helped embed lasting impact into regional communities, ensuring that more people are equipped to step up, step in, and save lives.



SES workers participating in a Trauma Care Workshop.

## CareFlight Bears

We introduced four new bears to the CareFlight Bear collection.



Barista Bear Billy



Equestrian Bear Jane



Midwife Bear Maria



Netball Bear Nikki + netball



## Corporate Sponsors

This year, CareFlight proudly renewed key partnerships with corporate supporters who play an essential role in advancing our lifesaving services. Mounties Care recommitted as a major partner in New South Wales, backing our Rapid Response Helicopter, patient transport services, and vital community education programs.

In the Northern Territory, Viva Energy continued its collaboration with CareFlight, strengthening emergency medical response and expanding training and First Nations health initiatives. These renewed agreements reaffirm the strong commitment of both organisations to improving health outcomes and community resilience across Australia.

Alongside these valued partners, CareFlight is grateful to work with a range of other corporate sponsors whose support continues to be vital in helping us save lives and serve communities nationwide.

## Case study

### Mounties Care Commits \$10 Million to CareFlight

The longstanding partnership with Mounties Care, which has supported lifesaving aeromedical services for over 14 years, has been extended through a \$10 million, five-year commitment.

This latest funding increases Mounties Group's total contribution to \$18.7 million, made possible through the generosity of its 250,000-plus members. Central to the agreement is the continued operation of the Mounties Care CareFlight Rapid Response Helicopter, alongside support for patient transport services, community education programs, and CareFlight's frontline teams.

The sponsorship helps fund critical services including the Rapid Response Helicopter in NSW, Northern NSW Patient Transportation, trauma care training workshops, and community engagement initiatives. It also supports

the dedicated doctors, pilots, nurses, and staff who deliver urgent care across the region.

"I first saw the advantages of CareFlight when my son, Bryce, needed rapid response care following a scary bout of life-threatening epiglottitis. I know first-hand the importance of keeping CareFlight's patient transfer vehicles and helicopters in action, for the peace of mind of all Australians and especially those in New South Wales," explains Mounties Group CEO, Dale Hunt.

CareFlight CEO, Mick Frewen, emphasised the shared commitment between the organisations.

"Mounties Group's dedication to community wellbeing aligns closely with our mission to save lives and support patients in critical moments. This renewed partnership enables us to expand vital services and deliver care where it is needed most, building on a relationship that has already made a profound impact," he said.



## Past Patient

# Mette's Story – A life saved by CareFlight's Rapid Response team

The Mounties Care CareFlight Rapid Response Helicopter is designed to deliver hospital-level care to patients within minutes, ensuring the best possible outcomes in life-threatening emergencies. In October 2023, that speed and expertise made all the difference for Mette.

While travelling from Faulconbridge up to Lawson, Mette turned onto a quiet street where she experienced a sudden medical episode that caused her to lose consciousness and crash into a tree. The impact left her with a broken sternum, a fractured neck and multiple fractured vertebrae in her lower back. The attending paramedic suspected she had suffered a cardiac arrest, and that the force of the collision may have restarted her heart.

The Mounties Care CareFlight Rapid Response Helicopter was airborne in under four minutes, carrying a specialist medical crew equipped with advanced tools, including a portable ultrasound device and c-spine collar.

On arrival, Mette was carefully extracted from her vehicle, stabilised on-site and flown to Westmead Hospital. She has no memory of the crash or her first moments of treatment but does remember waking up in the aircraft on her way to critical care.

"I don't remember anything at all until I woke up in the helicopter. I was in a state of shock, but I'll never forget looking up and seeing the face of one of the crew smiling at me, telling me what had happened. In that moment, I was very comforted by his words."

Mette's case shows just how critical every minute can be in an emergency. The speed of the Rapid Response Helicopter and the expertise of its crew ensured she received life-saving treatment without delay.

Looking back, Mette says she is "grateful for every day" and that the experience has made her more focused on being an active part of her community. With the right care at the right time, she has been able to make a strong recovery and return to the life and connections that matter most.



Mette's car following the crash.



Club CareFlight - SME Support Program

Thank you to local small-medium business supporters who have renewed or joined as Platinum, Gold and Silver members of Club CareFlight, helping to save lives and speed recovery for patients in their communities:

Platinum

- Bundu Contracting
- Community Bank Coolalinga & Districts
- Escentials Brands
- Hastings Deering (CAT)
- Kellyville Landscape Supplies
- Kratew TA Henfresh
- Naval Supply- Military Services Australia
- Robson Civil Projects
- Tong Li Management TA Tong Li Supermarket
- Wagner Group Services
- Winston Express Haulage

Gold

- Adora Decks
- Best Farming Systems
- Diab Engineering
- Liam Investments
- Noppen Air
- Northern Trade Solutions
- Pickles Auctions
- Sitzler
- The Bottle-O Arndell Park
- Williams Fashion Logistics

Silver

- Blackwoods
- Clarke And Severn Electronics
- Easy Mix Concrete And Landscape Supplies
- Emotional Healing Made Easy
- Industrial Printing Company
- Inhouse Conveyancing
- Lacnam Paints Australia
- Lions Club of Canberra City ATC
- Precision Calibration Services
- Sarmort Engineering
- Sky Metals
- Supercare Cleaning
- Technomancy

Gifts in Wills

We would like to express our heartfelt thanks to the families of the following very special supporters who left a gift to CareFlight in their Will.

- Estate of the late Jeannette Adrian
- Estate of the late Robert Alderson
- Estate of the late Verna Arthur
- Estate of the late Helene Beukle
- Estate of the late Gordon Brinsmead
- Estate of the late Maurice Butterworth
- Estate of the late Robert Buxton
- Estate of the late William Byrnes
- Estate of the late Victoria Campbell
- Estate of the late Peter Sydney Chilvers
- Estate of the late Audrey Donnellan
- Estate of the late Shirley Doris Gilligan
- Estate of the late Richard Goryl
- Estate of the late Patricia Hookham
- Estate of the late Russell Howson
- Estate of the late Peter Kilgannon
- Estate of the late Pamela King
- Estate of the late Marion Kingston
- Estate of the late Nancy Lau
- APS Foundation McBain Family
- Estate of the late Elisabeth Muller
- Estate of the late Kenneth Player
- Estate of the late Brian Thomas Ray
- Estate of the late Willam Ruder
- Estate of the late Ivan Schache
- Estate of the late Fay Selby
- Estate of the late Lorna Maud Smith
- Estate of the late Grace Southee
- Estate of the late Eric Tweedale
- Estate of the late Judith Ann Wallbank

Sponsors

Naming Rights Partners

NSW Rapid Response Service



NT Rescue Helicopter



Major Partners



Corporate Partners



Government Partners





# Financial Performance

Consolidated Income Statement  
for the year ended 30 April 2025

	2025	2024
	\$	\$
Revenue	115,261,334	135,937,327
Operations and administration – costs of personnel	(69,754,517)	(70,600,924)
Direct costs of aeromedical operations	(28,146,464)	(25,080,015)
Fundraising costs	(3,454,890)	(4,841,105)
Depreciation expense – property, plant, and equipment	(3,426,895)	(2,801,003)
Depreciation expense – right-of-use assets	(3,732,216)	(4,075,391)
Insurance expense	(1,201,809)	(1,417,050)
Support costs	(6,809,656)	(7,228,558)
Gain on sale of assets	41,302	84,549
Foreign exchange (loss)/gain	(42,953)	50,550
Finance expense	(1,151,857)	(1,407,318)
Total (deficit)/surplus for the year	(2,418,621)	18,621,061
Other comprehensive income/(expense) items that may be reclassified to surplus		
(Loss)/gain on revaluation of investments	(44,841)	301,849
Gain/(loss) on revaluation of non-current assets	444,610	(199,947)
Total comprehensive (loss)/income for the year	(2,018,852)	18,722,963

Consolidated Balance Sheet  
as at 30 April 2025

	2025	2024
	\$	\$
Current assets		
Cash and cash equivalents	6,851,671	9,357,665
Trade and other receivables	10,266,210	7,948,238
Inventories	1,125,371	1,227,528
Investments	5,456,966	5,191,981
Assets held for sale	1,886,005	-
Total current assets	25,586,223	23,725,412
Non-current assets		
Trade and other receivables	3,517,022	243,643
Property, plant, and equipment	30,548,236	33,998,951
Right-of-use assets	26,830,435	30,340,182
Total non-current assets	60,895,693	64,582,776
Total assets	86,481,916	88,308,188
Current liabilities		
Loan and borrowings	617,826	-
Trade and other payables	9,562,620	9,439,035
Income received in advance	5,969,657	6,412,738
Lease liabilities	7,294,004	4,409,505
Employee benefits	6,155,312	5,994,155
Total current liabilities	29,599,419	26,255,433
Non-current liabilities		
Trade and other payables	3,516,667	233,333
Lease liabilities	11,819,365	18,536,243
Employee benefits	1,370,489	1,088,351
Total non-current liabilities	16,706,521	19,857,927
Total liabilities	46,305,940	46,113,360
Net assets	40,175,976	42,194,828
Equity		
Reserves	7,176,052	6,776,283
Retained surplus	32,999,924	35,418,545
Total equity	40,175,976	42,194,828



# CareFlight

## CareFlight National Headquarters

Corner Redbank Road and Barden Street  
Northmead NSW 2152

GPO Box 9829

In Your Capital City

Tel: (02) 9843 5100

Fax: (02) 9843 5155

Email: [info@careflight.org](mailto:info@careflight.org)

## CareFlight jets – emergency tasking

24/7: 1300 655 855

Tel: +61 2 9893 7683

Fax: +61 2 9689 2744

Email: [HelpPoint@careflight.org](mailto:HelpPoint@careflight.org)

**[www.careflight.org](http://www.careflight.org)**

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