

A close-up photograph of a healthcare professional with short brown hair and glasses, wearing a stethoscope, gently holding a newborn baby. The baby is wrapped in a white cloth with large pink polka dots and has its eyes closed. The professional's hands are carefully supporting the baby's head and body. The background is softly blurred, showing a clinical setting.

Continuing our story of service

Annual Report
2021-22



Acknowledgement of Country

We acknowledge the Traditional Owners of Country throughout Australia and recognise their continuing connection to land, waters and community. We pay our respects to them and their cultures and to Elders past and present.

Year in review



Established in 1895 in Western Australia by the Sisters of St John of God



One of Australia's larger Catholic not-for-profit health care organisations

16,000+

Employed more than 16,000 caregivers throughout Australia and New Zealand

363,148

Treated 363,148 overnight and same day patients

\$2b+

Revenue of more than \$2 billion

\$27.2m+

Oversaw the administration of more than \$27.2 million, including partnership funding, to community services and social justice initiatives reaching out to people experiencing disadvantage

75,146

Patient visits performed by home nursing services in Victoria and Western Australia



27 facilities, comprising 3,340 beds located in Western Australia, Victoria, New South Wales and New Zealand

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Hon Neville Owen, Chair of Trustees Foreword

Continuing our story of service.

Like many Catholic organisations, we take great inspiration from our founding story.

We have a rich heritage in the legacy of the Sisters of St John of God and a subsequent responsibility to continue the Ministry entrusted to us. Those responsibilities are summarised succinctly in our statement of mission: to continue the healing mission of Jesus.

How do we understand that phrase ‘the healing mission of Jesus’? It is beautifully described in a book *Jesus, An Historical Approximation* by Jose Pagola. The author says that underlying the healing power of Jesus, and inspiring all his activities, was his compassionate love. What moved him was his love for those who suffer. When he came to them he did so to restore them to community life and to show them they deserved to be loved.

One of the key tenets of our service ethos is “continuing a great story of service entrusted to us by our founders”, and this is the theme of this year’s annual report.

It involves a recognition that service has two elements; it is service by people and service to people.

Our caregivers live the giving of service every day. We are fortunate to have a workforce that deeply embraces the Mission, and which exemplifies the Values. We continue to draw inspiration from the commitment of the Sisters, the model of Saint John of God’s life and the healing mission of Jesus.

In the difficult circumstances of the past three years, St John of God Health Care caregivers (indeed health care workers generally), responded with courage and compassion and have become our inspiration and our model for selfless care.

They have created their own powerful legacy and their own unique and inspiring chapter in the St John of God Health Care story.

Our Mission compels us to keep our patients and clients at the centre of all we do. This is the ‘to’ in our elemental understanding of service. It is a service to the whole community, through those who come to us in times of need. The focus of our service has remained steadfastly on the people in our care.

It is common experience that those who suffer long to be free of their illness and to enjoy a life of health once more. The human condition is such that this is not always possible. But in giving service to those who suffer, and as reflected in our Values, our caregivers strive to bring hospitality, compassion, respect, justice and excellence to the care of each individual entrusted to our care.

This year’s annual report recognises our caregivers for continuing the tradition of service of our founders and our Ministry of healing and hope in the context of the community that they serve and the needs and inherent dignity of every person within that community.

Neville Owen

Hon wen AO, KCSG

Our organisation

St John of God Health Care is a ministry of the Catholic Church.

As a leading provider of health care services that include hospitals, home nursing, disability and outreach services throughout Australia, New Zealand and the wider Asia-Pacific region, we strive to serve the common good and provide holistic, ethical care and support for the individual.

As a not-for-profit group, we return all surpluses to the communities we serve by updating and expanding our facilities and technology,

developing new services, investing in people and providing social outreach services to people experiencing disadvantage.

Inspired by the religious women and men who founded our organisation, our services reflect a generosity of spirit that calls us to enthusiastically go beyond what might be expected. We stand in solidarity with people in their joy and suffering to deliver our services with a human touch.

Founding story

The Congregation of the Sisters of St John of God was founded in Wexford, Ireland, in 1871. Word of their skill in health care spread rapidly and in 1895 eight Sisters were asked by Perth's Bishop, Matthew Gibney, to travel to the Western Australian goldfields to care for the typhoid stricken. The Sisters went on to establish hospitals, pathology and social outreach services.

Saint John of God, adopted as the Patron Saint of the Congregation of the Sisters of St John of God, devoted his life to alleviating human suffering, and comforted the afflicted, sick and dying. He was particularly passionate about combating the great injustices experienced by people disadvantaged through illness or destitution.

St John of God Health Care today reflects the wisdom and inspiration of those Sisters of St John of God, as well as the many who have contributed to our organisation. This includes the

Brothers of St John of God, the Sisters of St Joseph of the Apparition, various Mercy congregations, the Missionary Sisters of the Sacred Heart, the Sisters of the Franciscan Missionaries of the Divine Motherhood, and the secular traditions of those parts of our ministry sourced outside the Catholic sector.

Structure

St John of God Health Care is a wholly owned and controlled entity of St John of God Australia Ltd, a civil and canon law entity established in 2004 to sponsor the ministry previously sponsored by the Sisters of St John of God.

The directors of St John of God Australia Ltd are the Trustees, who are also members of St John of God Health Care. The Trustees appoint members of the Board. The Board provides direction and guidance to the Group Chief Executive Officer and through him the Executive Committee, which oversees performance in our five key result areas.

Our Vision

We are recognised for care that provides healing, hope and a greater sense of dignity, especially to those most in need.

Our Mission

To continue the healing mission of Jesus.

Our Values

Our core Values reflect our heritage and guide our behaviours:

Hospitality

A welcoming openness, providing material and spiritual comfort to all.

Compassion

Feeling with others and striving to understand their lives, experiences, discomfort and suffering, with a willingness to reach out in solidarity.

Respect

Treasuring the unique dignity of every person and recognising the sacredness of all creation.

Justice

A balanced and fair relationship with self, neighbour, all of creation and with God.

Excellence

Striving for excellence in the care and services we provide.

Service ethos

Service is central to how we bring the Mission to life at St John of God Health Care. Our development programs aim to support and develop our caregivers in providing distinctive service.

The key tenets of our Service Ethos are:

- Our Mission inspires our service – we are continuing a great story of service entrusted to us by our founders.
- Relationships are central – every encounter is an opportunity and can have far-reaching effects.
- The way we work together as a community, in our own teams and with other teams, is integral in our effectiveness.
- Governance and management of resources are key to our success.
- Feedback and evaluation about how well we are doing is crucial.



Our symbol

The pomegranate symbol represents our heritage – as the original symbol of the Sisters of St John of God – and our vision for the future. The cross is the symbol of Christianity, reminding us of Jesus' suffering and our call to follow in His footsteps. Our five Values are reflected in the five seeds of the pomegranate, which is open to allow the seeds to scatter, providing new life and symbolising the generosity of self-giving to people in need.



Our strategy

St John of God Health Care’s challenge is to meet the complex and diverse health care needs required and expected by those we exist to serve, in accordance with the healing mission of Jesus Christ, and to provide services that promote life to the full.

We have a five-year strategy which is our roadmap to meet this challenge and continue our ministry.

It outlines the scope of work required to help us achieve our strategic intent, which is to *be the best performing health care organisation in Australia by 2025*.

The strategy is guided by Our Vision and our Mission, and it builds on the guiding principles established by the Trustees of St John of God Health Care outlined in Our Vision.

We have identified three strategic themes: *Patient and client experience*, *Clinical excellence* and *Services profile for the future*.

These themes place the patient and the needs of our communities at the centre of everything we do and set the highest possible standards of clinical excellence and safety in the delivery of compassionate and person-centred care.

They are underpinned by two strategic enablers: *Strengthening our culture* and *Optimising our processes and relationships*.



Our strategic priorities



Patient and client experience

St John of God Health Care will be known for the provision of excellent and compassionate care, with services, processes and technology solutions that are designed to meet the needs of the patient first and address all aspects of their care (physical, emotional, social and spiritual).



Clinical excellence

St John of God Health Care will deliver and measure the high quality safe care and clinical excellence provided to patients and clients. This will be achieved through systemic and targeted plans and initiatives, delivering improved patient care outcomes through clinical guidelines and care standard compliance targeting zero preventable harm.



Services profile for the future

St John of God Health Care will be positioned strategically to leverage and grow acute and other services across the continuum, with a strong focus on service innovation and excellence, partnerships and financial sustainability.



Strengthening our culture

Our caregivers will be supported and inspired to deliver our shared Mission. Our culture will be grounded in accountability, shared financial stewardship and solidarity. We respect the dignity of each person and foster an environment where we keep each other safe.



Optimising our processes and relationships

Our strategy will be enabled through an effective operating model and end to end business processes, supported by data and analytics.



Chair report

2021-22 was once again an atypical year, both for the health care sector which remained directly impacted by the pandemic and for the external environment in which we operate, which continues to feel the aftershocks of such a major disruption to people, economies and services globally.

This included the community spread of COVID to Western Australia where our largest hospitals are located, for the first time, as well as continuing outbreaks in Victoria and New South Wales.

Unsurprisingly in such an environment, even with viability agreements in place, our revenue was slightly down on 2021-22. Throughout the pandemic we have had prudent and cautious measures in place that have served us well to balance the responsibilities of our partnerships with the public sector, our duty of care to our people, the needs of the community and patient safety.

This has included restricting the provision of services in some instances with a corresponding fiscal impact; however St John of God Health Care, which retains a strong balance sheet, has been able to manage this.

We have done this while working in partnership with our public partners to ensure a system-wide approach to managing the pandemic and continuing to deliver excellent health services, both public and private across many sites in three jurisdictions.

We are particularly pleased that our prudent fiscal management has meant that in spite of a difficult year, we have been able to progress a number of our much needed capital developments.

Planning for major developments at St John of God Richmond, St John of God Ballarat and St John of God Subiaco Hospitals continued, with works at St John of God Richmond and Ballarat Hospitals ready for commencement early in 2022-23 and the key enabling works at St John of God Subiaco Hospital continuing as programed.

The Board was pleased to approve substantial programs of work at

St John of God Murdoch Hospital to expand the Endoscopy Unit and refurbish and redesign the busy Emergency Department, the creation of a redeveloped Maternity Centre at St John of God Geelong Hospital as well as approving a hospital wide compliance project to upgrade hospital sterilisation departments.

We take our legacy to continue the Ministry established by the Sisters very seriously and our strategy is our roadmap. It outlines our approach to expanding and improving services to the community, providing outstanding safe and high quality person-centred care and ensuring our patients have an excellent and caring experience.

The Board was pleased to contribute to and approve the refreshed and extended approach to the strategy, which puts focus on 15 major initiatives. We recognise that in a very challenging and uncertain economic environment prioritising initiatives helps ensure we are able to focus limited resources most appropriately.

The Board was particularly pleased to approve the virtual care strategy. Notwithstanding we continue to invest in our hospitals and other capital projects, the growing evolution of technology is making the potential to deliver services in settings outside hospitals, and particularly in the home, increasingly viable. St John of God Health Care's Mission asks us to continue to adapt to unmet need and it is highly appropriate that we will meet the growth in demand for delivery of services in other settings, including online.

In line with other sectors, there is growing recognition within the health care sector of the environmental impact of health care and the Board is pleased

with the organisation's progress in this regard and the evolution of the Environmental Sustainability Strategy, which the Board endorsed just after the close of the financial year.

As a Catholic organisation, we believe we should be at the forefront of initiatives that enrich the social fabric of our communities and address inequity and we are encouraged by the progress of the Innovate Reconciliation Plan and the work to embed principles of Reconciliation and indigenous participation across the organisation.

We know that like all health care workers, we need to address questions of fatigue and capacity. We are confident that this is a foremost priority for the leadership group and that there are multiple strategies in place to address this but the Board was particularly pleased to approve a caregiver wellbeing strategy to help maintain a mentally healthy and thriving workplace.

Thank you to our Group CEO Dr Shane Kelly who, with the support of his leadership team, continues to provide excellent leadership in an environment that is particularly challenging for the health care sector while ensuring a continued focus on clinical excellence and patient experience.

Thanks also to my fellow Board members, their support is much appreciated, and thanks to our Trustees, senior leaders and our inspiring caregivers, doctors, allied health care professionals and volunteers who make up the dedicated community of St John of God Health Care.

Hon Kerry Sanderson AC CVO



GCEO report

COVID continued to dominate the health care landscape in 2021-22.

Our WA, Victorian and New South Wales hospitals remained directly affected and isolation and furloughing requirements created very challenging environments for all hospitals and services, whilst restrictions on elective surgery impacted service delivery, patients and VMOs.

As well as managing our response to the pandemic, we continued to assign key resources to prepare our organisation for a COVID-19 endemic world, and ensuring readiness across all areas; a significant undertaking.

As expected, the return to a 'new normal' is protracted and workforce shortages, workforce fatigue and ensuring patient safety in an environment where capacity is challenged, remain our most critical issues.

In response to ongoing staff shortages, we restricted services in some hospitals. While regrettable, it was necessary from a caregiver workload and clinical safety perspective.

This has inevitably adversely impacted our financial performance, but we are pleased that through careful stewardship of resources, we were able to somewhat minimise the impact on our balance sheet albeit sustaining a net loss over the financial year.

Our key priority is addressing workforce shortages. We undertook domestic and international recruitment campaigns in 2021-22, which will continue with increased focus in 2022-23.

Retention programs and in particular, occupational safety and wellness programs, are of major importance and we are working hard not only to address the capacity challenges but also to create the best possible working environment for our people.

Our safety and patient experience scores remain high, partly due to the mitigating actions put in place but also the result of ongoing dedicated improvement programs under our strategy.

Clinical governance and safety improvement remain fundamental to our strategic intent, and we will always continue to strive for excellence and focus on initiatives that improve clinical outcomes and care.

This includes research. Contributing to building on the body of evidence that helps to improve clinical outcomes and care is an important pillar of our clinical excellence program of work. We have appointed highly respected Professor Steve Webb as our inaugural organisation-wide Director of Research, and intend to continue to grow and coordinate research efforts across the organisation, including securing more funding and growing our profile.

Improving patient and client experience sits alongside clinical excellence. Just as our founders did, we believe how the patient feels in our care is integral to their treatment and recovery.

We have made very good progress on initiatives that enhance the way the patients and clients experience our services and care. Organisational culture is a key aspect of this and we continued the implementation of the 3Cs, a person-centred care program, in our hospitals and reviewed our complaints and reporting culture, with a view to ensuring staff feel safe and empowered to speak up when things are not right.

The development of our virtual care strategy was another important milestone during the year. It brings together improvements and expansions into the way we deliver care beyond the hospital walls and access technology and data to provide important services to health care consumers, how and where they want them.

While we have much work to do in this regard, we have already made some excellent progress in our

disability services, particularly in the continued rollout of the technology enabled homes for our St John of God Accord clients. We have also seen huge growth in the delivery of online mental health services, offered through St John of God Social Outreach, demonstrating the demand for this mode of service delivery as well as a growing need for services.

We are addressing this major community need through our mental health services strategy which is progressing well.

This includes bricks and mortar developments and in addition to progressing the redevelopment of St John of God Richmond Hospital, which is due to commence with a sod turning event just after the end of the financial year, we completed the expansion and refurbishment of the former St John of God Berwick Hospital into the St John of God Langmore Centre during the year.

I extend my thanks to our caregivers and doctors, allied health professionals and volunteers who work alongside us and who have substantially contributed to the health needs of our communities in trying times. They have exemplified our service ethos throughout the COVID pandemic and remain professional, committed and inspiring.

I also thank our public partners in WA, NSW and Victoria Health, with whom we have continued to collaborate closely for a whole of health care system approach.

Finally, I also thank the Board and Trustees and the leadership team who have been a source of strength and dedicated support and look forward to the coming year.

Dr Shane Kelly

COVID-19

update

In 2021-22, there was a shift in the response to COVID-19 at St John of God Health Care from management of the pandemic, to actively planning for, and working toward, recovery.

Excellence and the COVID-19 pandemic

The COVID-19 Emergency Response Group (CERG), chaired by Group Director Medical Services and Clinical Governance, Dr Steve Bolsin, was stood down and a new COVID Management team led by St John of God Geelong Hospital CEO Stephen Roberts as Director of COVID Management (East) and St John of God Subiaco Hospital CEO Professor Shirley Bowen as Director of COVID Management (West), was established, and chaired by Group CEO Dr Shane Kelly. When Professor Bowen left the organisation in April 2022, St John of God Bunbury Hospital CEO Jeffrey Williams was appointed Director of COVID Management (West).

The focus of this group was to prepare the organisation for a COVID-19 endemic world, ensuring key equipment, processes and systems were developed and implemented in line with the focus areas of vaccination, ventilation, testing, treatment, workforce and wellbeing.

The leadership teams within our hospitals and services continued to be outstanding in responding to the ongoing pandemic challenges.

St John of God Health Care's expert knowledge of infection prevention and control was an integral part of the COVID-19 pandemic response, resulting in excellent outcomes for patient and caregiver safety.

St John of God Health Care's response to the COVID-19 pandemic has been characterised by the calm agility of our caregivers, and their willingness to always put patients and clients first, and to support one another.

Key achievements:

- Ensured there was close alignment to public health departments in Victoria, New South Wales and Western Australia with regular interactions through formal and informal channels on COVID-19 management plans.
- Operated COVID-19 testing clinics at St John of God Midland Hospital and Hawkesbury District Health Service.
- Provided COVID-19 vaccination services for caregivers onsite at St John of God Midland and Murdoch Hospitals.

- Provided advice and support to the Sisters of St John of God and established a COVID-19 safety plan specific to their needs.
- Delivered services to clients of St John of God Social Outreach and St John of God Accord using telehealth.
- Cared for COVID-19 positive patients in Victoria, New South Wales and Western Australia.
- Developed and executed a patient, visitor and caregiver rapid antigen testing (RAT) program.

- Formulated a caregiver wellbeing strategy.
- Rolled out a recruitment campaign to assist with critical staff shortages.
- Ensured treatment options were available in all pharmacies.
- Created a COVID-19 microsite for consistent messaging across all three states in which we operate.
- Executed a vaccination strategy to ensure all caregivers were compliant with state and federal government requirements, including

- an online portal for capturing vaccination status of caregivers.
- Continued procurement and supply chain initiatives to ensure adequate and high quality supplies were available at all times.
- Conducted a ventilation audit across all our sites to ensure adequate air flow and equipment, including purchasing mobile high-efficiency particulate air (HEPA) units.

- Supported caregivers to work from home where possible and prepared caregivers for a safe return to the office.
- Maintained the St John of God Health Care contact tracing service, which managed all internal contact tracing efforts and supported the health departments as required.
- Continued providing COVID-19 Special Paid Personal Leave to all caregivers.



St John of God Health Care's response to the COVID-19 pandemic has been characterised by the calm agility of our caregivers, and their willingness to always put patients and clients first, and to support one another.



Hospitality



Strategic update

St John of God Health Care’s strategic intent is to be the best performing health care organisation in Australia by 2025.

In 2018, we developed a strategy with a three-year horizon to progress us towards this goal, which we regularly review and update in response to the changing external environment and the needs of our communities.

In 2021-22, we undertook a major refresh of our strategy as we reached the end of the original three-year horizon recognising the ongoing impact of COVID-19 and resulting capacity and operating constraints.

While our overall strategic vision and intent remain the same, we reassessed and revised our work initiatives to focus

on 15 key priorities given the difficult operating environment. We expect this to be an annual exercise to ensure that each year we identify and focus on initiatives that are most relevant and will have the most impact.

This update summarises progress in the third year of the St John of God Health Care Strategy. It reports against the revised top 15 key priorities identified through the strategy refresh process.

It is not exhaustive of all initiatives under way and hospital, services and business-as-usual (BAU) planning capture additional important initiatives.

Services profile for the future

Strategic priority	Progress
Develop and implement an orthopaedic services strategy	Progressed strategy development after initial delay due to impact of the COVID-19 Omicron variant. Strategic focus is on how we continue to deliver optimal clinical care and outcomes to our patients while protecting our market share in a rapidly changing orthopaedic market
Implementation of a community services strategy that focuses on optimising Healthcare at Home, Social Outreach and Accord	<div>– Completed strategy</div> <div>– Commenced operating model review and identification of growth areas</div>

- 2022-23 focus:**
- Finalise orthopaedic strategy
 - Grow Healthcare at Home to support our hospitals and community services. Continue to focus on execution of our Social Outreach and Accord (disability services) Board approved strategies

Patient and client experience

Strategic priority	Progress
Review reporting culture for complaints and implement group wide system to integrate feedback	– Implemented key updates to reporting processes for Riskman complaints and feedback
Develop and implement a patient admission and discharge model	– Launched successful patient admissions portal pilot in Victoria – Aligned pilots for discharge service with St John of God Healthcare at Home projects and progressed
Conduct a review that considers how we deliver our care and engage with patients and clients virtually, leveraging the telehealth response during COVID-19	– Developed virtual care strategy which was endorsed by Board – Commenced work to establish virtual care steering group to embed virtual care initiatives across St John of God Health Care
2022-23 focus: <ul style="list-style-type: none">• Transition reporting culture and feedback mechanisms to BAU• Complete rollout of patient portal, standardise admission operating model and complete review of hospital discharge processes• Start implementation of virtual care strategy	

Clinical excellence

Strategic priority	Progress
Refresh and reset agreed clinical governance KPIs and clinical indicator suite	– Developed new suite of patient safety KPIs, which were endorsed by clinical governance committee
Complete high impact safety risks (falls, obstetrics and medication), as well as patient safety improvement program	– Established Clinical Governance Steering Committee – Progressed five sub-stream activities
Complete clinical governance review and implement priority recommendations	– Established Clinical Governance Steering Committee – Progressed five sub-stream activities
Implement guideline compliance and clinical performance registries for priority areas	– Continued participation in five registries, with benefits of receiving reporting – Commenced co-design with health care consumers to identify appropriate clinical care standard indicators for publishing
Develop and begin implementation of a clinical research strategy that promotes clinical excellence and patient experience	– Commenced process of coordinating research across St John of God Health Care – Appointed Director of Research
2022-23 focus: <ul style="list-style-type: none">• Developing reporting capabilities for clinical governance KPIs• Continue focus on research• Finalise digital clinical care indicators	

Strengthening our culture

Strategic priority	Progress
Promote improved safety and outcomes through the Cognitive Institute Speak Up For Safety and Promoting Professional Accountability programs	– Delayed due to COVID-19
Implement initiatives to solve the critical workforce shortages focusing on short-term and long-term attraction and retention approaches	– Launched domestic and international recruitment campaigns – Designed and implemented workforce wellness and engagement strategy – Implemented improvements and streamlined the recruitment process
2022-23 focus: <ul style="list-style-type: none">• Continue major recruitment drive domestically and internationally• Continue roll out of retention activities and well being initiatives	

Optimising our processes and relationships

Strategic priority	Progress
Improve digital and technology foundations to enable the progression of the digital strategy	– Progressed key projects including Enterprise Resource Planning, Human Resources Information System, and network and interoperability hub, in spite of capacity challenges
Implement programs and projects that ensure operational excellence through our organisation	– Progressed major procurement strategy – Reviewed broad range of key hospital functions, including catering model, national health information services and coding, scanned records (implemented), and medication management – Progressed rostering, time and attendance program (RTA) – Implemented ClinCare to standardise companioning approval and reporting
Develop and implement an environmental sustainability strategy	– Developed strategy and presented to Board for endorsement
2022-23 focus: <ul style="list-style-type: none">• Continue to implement key projects under the Digital Strategy, including ERP, HRIS, and network and interoperability hub• Complete hospital projects already in train• Complete implementation of RTA• Commence implementation of environmental sustainability strategy	

Patient experience and clinical excellence

St John of God Health Care has a strategic intent to become the best health care provider in Australia by 2025.



The provision of safe, high quality and compassionate care is central to this goal and is at the heart of our Ministry as a Catholic organisation.

Our strategy is aligned to the Australian Commission on Safety and Quality in Health Care (ACSQHS) and premised on a commitment to person-centred care.

Our dedicated Patient Experience and Clinical Excellence team (PEaCE) work closely with clinical caregivers in our hospitals and services to focus on ongoing improvements and enhancements.

In 2021-22, the clinical governance structure was reviewed and a newly established Clinical Governance Committee, supporting the work of the PEaCE Board committee, has been very effective. The Committee membership is made up of representatives from the PEaCE team, CEOs, Directors of Nursing (DONs), Directors of Medical Services (DMSs) and Quality Managers. This cross section of expertise allows the Committee to provide excellent advice and direction on review of clinical incidents and other quality and safety matters.

The main risk as we emerge from the pandemic is an exhausted and stretched workforce. This is a risk and a reality across the industry and the world, as health care workers were at the forefront of the response to COVID-19.

Hospitals already deal with inherently high-risk complex situations, often in pressured environments and while the quality and safety team anticipated increased adverse events because of pressure on the system, limiting the services available proved an effective mitigating mechanism to minimise the number and severity of potential incidents.

This is consistent with action taken across the broader health care sector and we continue to collaborate with our public counterparts to recover from delays in service delivery due to the pandemic.

We have an extensive ongoing program focused on improving patient and clinical safety, which is continually reviewed and updated, and regularly collect patient-reported outcome measures (PROMS). We have

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embedded and enhanced the work we undertook in the previous financial year to review and refresh our key performance indicators in our clinical indicator suite and pleasingly, we are observing a consistent decline in non-falls related incidents.

This is very encouraging and demonstrates the benefits of a good organisational reporting culture and collaborative practices across all sites. We will also continue our focus on falls related incidents in the coming 12 months, confident that we have good mechanisms to understand our risk factors and undertake corrective action.

Identifying exemplary performance is an important component of our clinical excellence program, and we support meaningful clinical performance review and monitor for variation at an organisational level. We pursue active participation in clinical registries and have grown our partnerships with professional colleges, with whom we engage to identify clinical performance and effectiveness through the analysis of registry data at both site and group level.

Clinical registries are databases that collect information about patients' health and the care they receive. They are used for benchmarking health care service delivery, for the monitoring of patient outcomes, and to support research studies that answer important clinical questions. They support the implementation of ongoing quality improvement, to ensure optimal health care

delivery and patient experience, and are also a source of important guidelines and standard clinical care information for each patient.

Registries also help us identify 'high reliability' teams, which means we are able to identify exemplars of excellent, safe, consistent and well-coordinated care across the full medical team. High reliability and adherence to the guidelines is clearly demonstrated to result in excellent patient outcomes.

St John of God Health Care hospitals and services are accredited by the Australian Council on Healthcare Standards (ACHS) and consistently perform well against the National Safety and Quality Health Service (NSQHS) standards. In 2021-22, St John of God Frankston Rehabilitation Hospital and St John of God Healthcare at Home were successfully accredited.

Research remains a cornerstone of our focus on clinical excellence. In 2021-22, we appointed Professor Steve Webb as Director of Research, who has experience in both public and private health care organisations, including our own St John of God Subiaco Hospital and coordinating research efforts in multi-national, multi-site teams. Our research strategy will bring together all research across St John of God Health Care for the first time, to bring coordinated benefits and attract more funding and publication. Increasingly, there are opportunities for greater parity between private and public research and our goal is to be a pre-eminent research organisation for clinical and health services research.



A number of tools were developed in the past financial year to assist our hospitals and supporting services.

Many of our research projects operate across multiple sites and are conducted in collaboration with external partners. Oncology is one of our main areas of focus and accounts for 27 per cent of all projects, while respiratory medicine, orthopaedics, general surgery, and gastroenterology are also strong areas of focus.

St John of God Health Care has a strategy to build a 'best in breed' mental health organisation and continues to contribute to mental health research. We are a leader in perinatal mental health research and run the Perinatal Women's Mental Health Unit (PWMHU) at our St John of God Burwood Hospital. Our St John of God Richmond Hospital Trauma and Mental Health Research Initiative (TMHRI) is a clinical

and research partnership with the Discipline of Psychiatry and Mental Health, at the University of New South Wales. Both initiatives run a range of research programs, achieving valuable research outputs.

We subscribe to the ACSQHS focus on partnering with patients as an important pillar of person-centred care.

In 2021-22, we undertook a joint collaboration with the Consumer Health Forum and consumer panel to establish key quality and safety indicators for public reporting and inform organisational website reporting, including information specific for individual specialties or service lines.

We also undertook an organisational review of our reporting culture and

management for complaints and feedback, and developed a complaints dashboard for accurate data analysis for all sites. This is assisting us to make recommendations for standardisation of best practice complaints management, reporting and quality improvement integration.

The rollout of our whole of organisation person-centred care program, the 3Cs, continued, at another five sites. A community of practice (CoP) has been established to support sites and services to share initiatives and quality improvement programs.

We utilise a suite of patient feedback metrics to monitor patient experience. The data is used to enhance caregiver understanding, inform training and to drive local quality improvement programs to enhance the patient experience across the organisation.

We have also sought to improve the patient experience through a review of the discharge process. A current state assessment was completed in

2021-22 to look at ways to improve the discharge experience for patients, and provide better support for caregivers discharging patients.

A number of tools were developed in the past financial year to assist our hospitals and supporting services. These include a demographics dashboard, providing access to a range of patient data, visually presented, and a comprehensive care plan (CCP) that addresses patient goals of care, identifies and manages risks and provides key information for the patients' episodes of care. The CCP is intended to reduce documentation duplication, increasing time available to spend on direct patient care and is supported by an extensive audit, feedback and education program.

In May 2022, voluntary assisted dying (VAD) legislation was passed in NSW and will come into effect in November 2023. The introduction of this legislation will mean that voluntary assisted dying will be available in three States in which St John of God Health Care operates. Our ethic of care is that compassionate and high quality palliative care, which alleviates pain and other symptoms, should be provided to all in need so that no person need resort to assisted dying. As such, we do not support voluntary assisted dying and do not provide these services.

With this in mind, we have focused on providing education and a range of information and communication tools for our caregivers to ensure a compassionate approach to those in our care at the end of life. Of course we will not impede a person from seeking information about voluntary assisted dying, respecting their right to do so.

St John of God Health Care takes a holistic approach to healing and has a focus on arts and health to provide a creative outlet during hospitalisation and promote health, healing and recovery.

Pastoral care is part of the fabric of Catholic health care and a fundamental dimension of mission and ministry in the Catholic tradition. Our pastoral teams continued to support patients and their families

displaced and disconnected by the impact of COVID-19. Mortality and spirituality have been key themes of pastoral engagement in which feelings related to potentially dying without loved ones were addressed.

We continued to run our pastoral supervised immersion programs and six students completed the program in 2021-22. We hosted three tertiary students on pastoral placement, and offered five paid traineeships.

In 2021-22:

- Fully implemented clinical incident review project. This provides a new way of examining reported adverse events and will allow us to identify common features to address systemic issues.
- Established the Clinical Incident Review Committee and Clinical Governance Committee.
- Expanded our participation in a further five registries, to a total of 14 registries, enabling a whole of organisation view and greater insights for identification of best practice and opportunities for improvement across St John of God Health Care. Registries provide opportunities for us to access the data provided for a range of purposes across other areas and improve clinical practices.
- Tested and confirmed the efficacy of our blood policies through the presentation of a patient requiring significant blood transfusion and activation. Pleasingly, the policies proved very safe, effective and provided the treating team with all the tools they needed to successfully manage the emergency.
- Developed a virtual care strategy to support our strategic intent to deliver more care outside the hospital walls.
- Consistently achieved 4.8 or above for the overall treatment and quality of care out of a possible 5 and at mental health hospitals achieved 4.4, an uplift on 2020-21.
- Maintained an overarching organisational NPS score of 76.4 for private hospitals and 70.6 for all hospitals.
- Developed demographics dashboard, comprehensive care program (CCP) and reviewed discharge processes.
- Developed complaints dashboard, and reviewed reporting culture.
- Approved 119 research studies and completed 65, sharing the findings in 35 publications and 53 presentations.
- Introduced rehabilitation in the home (RITH), provided by St John of God Healthcare at Home; implemented a rehabilitation services model of care and standard programs for inpatient, outpatient and RITH subspecialties and mandated standard collection of organisation-wide rehabilitation clinical outcome measures and patient reported outcome measures.
- Developed an allied health research framework and rehabilitation strategy to assist allied health caregivers to foster and build a sustainable research culture.
- Progressed medication management process rollout which is contributing to improved patient safety in medication delivery.
- Continued to expand and grow telehealth and developed a hybrid model of care for St John of God Social Outreach and specific services within St John of God Accord. In all, we delivered more than 28,000 telehealth sessions.
- Continued rollout of 3Cs program with 14 hospitals now implementing the program.



Compassion

Our people

The pandemic has placed significant pressure on all health care workers including St John of God Health Care staff.

Our people have done an outstanding job caring for patients and clients throughout an extremely difficult few years. Managing and improving caregiver wellbeing is a key initiative for St John of God Health Care in the wake of the pandemic response.

We supported and facilitated a number of activities and events throughout the year, including Am I OK? Day, R U OK? Day, Steptember and the Tony Howarth Awards for Leadership in Health, Safety and Wellbeing. The awards were held in person for the first time during the pandemic, with the Victorian winners presented their awards by Board Chair Hon Kerry Sanderson AC CVO.

During the last quarter of the year, we also developed our caregiver wellbeing strategy, to help maintain a mentally healthy and thriving workplace.

Strongly connected to wellbeing, health and safety are primary focus areas for us, not only to keep our people safe, but to ensure we provide exceptional care to our patients and clients.

Our critical occupational, health and safety (OHS) risk program commenced this year and will continue into 2022-23 as we work to establish a fit for

purpose integrated assurance and risk management framework for standard critical caregiver OHS risk across the group.

Pleasingly, in 2021-22 our lost time injury frequency rate (LTIFR) decreased by 26 per cent year on year, to 6.11.

The Respiratory Protection Program (RPP), implemented in 2021, is being transitioned from a temporary pandemic response to a business as usual program. This includes expansion of the program to incorporate respiratory protection for all respiratory hazards in the workplace, not just infectious diseases and airborne pathogens.

In 2021-22, fit testers and an RPP coordinator were employed by

St John of God Health Care to provide an integrated, adaptable and solution-focused fit testing service in house.

Patient care remains as the central focus and we continue to optimise our ability to care for our patients by retaining what is working well, focusing on our diverse culture and realigning our processes in the areas that are most valued by our caregivers.

A snapshot of our workforce reveals that 50 per cent are professional nurses and midwives, and 91 per cent are female. We strive to provide a range of flexible employment options to attract the best people to our organisation. 65.8 per cent of our workforce works part-time, and a further 23.9 per cent are casual employees.

St John of God Health Care has made a strong commitment to build cultural capacity and create an inclusive environment for all.

St John of God Health Care has made a strong commitment to build cultural capacity and create an inclusive environment for all. One of the ways we do this is increasing our involvement in NAIDOC Week and Reconciliation Week, including working with peak reconciliation organisations nationally.

In 2021-22, we launched our Equity, Diversity and Inclusion Policy to help strengthen our culture of safety and inclusion.

One of the most significant issues facing the sector globally is workforce shortages and in 2021-22 St John of God Health Care commenced a major domestic and international recruitment campaign and a range of retention strategies including opportunities for caregivers to develop into specialty areas or leadership pathways.

The Sister Bridget Clancy Scholarship for the Empowerment of Women through Education continues the legacy and vision of the courageous women who founded St John of God Health Care. The scholarship is sponsored

by the Sisters of St John of God in celebration of their 150 years since foundation, and is named after Sister Bridget Clancy to recognise her critical role as one of the founding Sisters.

Other initiatives include midwifery scholarships, clinical fellowships, mentoring programs, clinical leadership programs and opportunities for registered nurses to become midwives (the Student Employed Midwife Program).

We remunerate our caregivers competitively and fairly and support their professional and personal lives through flexible working arrangements (where applicable) and non-financial benefits including our employee assistance programs, subsidised wellness programs and salary packaging opportunities.

Graduate employment is an important part of our workforce recruitment program and in 2021-22, we welcomed 272 graduates into our program, which included nursing, mental health and midwifery. We partnered with our education providers to support

our students throughout their studies and ensure a clear pathway to employment with us.

Volunteers are an important part of our community, and 1047 volunteers worked alongside us to ensure patients and visitors were as comfortable as possible in our care.

Our volunteers generously give their time, energy and care, assisting in many areas including art and gardening activities, rehabilitation support, general welcoming and wayfinding at our hospitals, and patient companionship.

The St John of God Health Care Mission Discernment Framework was revised in 2021-22 to reflect our contemporary context. This framework provides rich resources to support Mission-aligned decision making and is one way in which all caregivers can continue to practice Mission integration.

The St John of God Health Care Board members modified the requirement of leaders to complete three days





of Leader Formation, in response to operational pressures due to COVID-19 management.

New Leader Formation programs were developed to ensure leaders were offered a suite of formation and reflection opportunities in modes that were accessible and applicable to their context.

The Value in focus in 2021-22 was Respect. More than 86 per cent of caregivers completed the online Respect Formation Module. Further face to face formation opportunities were provided in local hospitals and services, within local pandemic protocols, to help embed the Value of Respect throughout the year.

Quarterly Reflection for Actions were rolled out to all senior leaders at our hospitals and services and feedback has been overwhelmingly positive.

St John of God Health Care continues its partnerships with the Australian Catholic University and the University of Notre Dame Australia to provide further Formation opportunities for senior leaders such as the Graduate Certificate in Leadership and Catholic Culture, the Ministry Leadership Program and the Graduate Certificate in Catholic Leadership.

A number of caregivers are enrolled with Notre Dame Australia and the Australian Catholic University and five caregivers are undertaking studies with a new cohort of students to commence in 2022-23.

We continue to develop, care for and share our rich and diverse history and heritage through the St John of God Health Care Heritage Collection. The Heritage Collection focuses on the health care and Catholic heritage of the organisation and all our hospitals and services.

In 2021-22

- Employed more than **16,000** people across Australia and New Zealand, with more than 3,500 new staff members hired.
- More than **50 per cent** of all our employees are nurses or midwives.
- **1047** volunteers worked alongside us to ensure patients and visitors were as comfortable as possible in our care.
- More than **86 per cent** of caregivers completed the online Respect Formation Module.
- **6,320** specialist doctors are accredited to treat patients at our hospitals.
- Employed **64** Aboriginal and Torres Strait Islander caregivers in a variety of roles across the organisation.

- Employed **41** caregivers with a disability.
- Our lost time injury frequency rate (LTIFR) decreased to **6.11**, a **26 per cent** reduction on 2020-21.
- Launched our Equity, Diversity and Inclusion Policy to help strengthen our culture of safety and inclusion.
- Launched the Sister Bridget Clancy Scholarship for the Empowerment of Women through Education, which focuses on upskilling caregivers through post graduate studies in specialty areas such as midwifery, allied health, mental health, and community and home based nursing.

Number of caregivers

Hospitals / service	WA	VIC	NSW	East Timor	Grand Total
Ambulatory & Home Services	112	46			158
Ballarat		1,003			1,003
Bendigo		652			652
Berwick		1,047			1,047
Bunbury	584				584
Burwood			201		201
Frankston		197			197
Geelong		1,211			1,211
Geraldton	182				182
Group Services - Administration	567	136	7		710
Hawkesbury			684		684
Marillac		4			4
Midland Private	95				95
Midland Public	2,678				2,678
Mt Lawley	839				839
Murdoch	2,227				2,227
New Zealand					308
Pinelodge		159			159
Richmond			179		179
Social Outreach	145	74	17	9	245
St John of God Accord		534			534
St John of God Foundation	10	3	2		15
Subiaco	2,081				2,081
Warrnambool		190			190
Grand Total	9,520	5,256	1,090	9	16,183

Social responsibility

Echoing the work of our founders and aligned with our Vision, St John of God Health Care provides services to those most in need in our communities.

In 2021-22, we supported vulnerable communities by delivering free or low cost community and social outreach services. More than \$25.9 million was spent on specialist community mental health and homelessness and support services across Western Australia, Victoria, New South Wales as well as international health capacity development programs in Timor-Leste and Papua New Guinea.

Justice is one of our values and we live this by working to identify and eliminate structural barriers to joining our workforce and addressing inequities through partnerships with peak organisations and specialist bodies.

Currently under review, the Disability Access and Inclusion Plan seeks to address the inequities faced by people with disability including access to employment opportunities within our organisation. Once renewed, this is a three-year plan with a focus on educating caregivers, promoting the voice of people with disability in service development, and ensuring our culture and environment is disability supportive.

We have established a national Reconciliation Action Plan (RAP) working group to facilitate effective collaboration and accountability across all St John of God Health Care sites and the group continues to progress the St John of God Health Care Innovate Reconciliation Action Plan in consultation with caregivers across the organisation.

The primary focus of the working group has been to develop operational frameworks, in consultation with Reconciliation WA and Reconciliation Victoria. These frameworks have been circulated to the working group and our Aboriginal and Torres Strait Islander caregivers for feedback to ensure our key deliverables can be achieved and bring about positive change and cultural safety within the organisation.

Since 2016, St John of God Health Care has provided ongoing financial

support for the CatholicCare Victoria (CCV) Asylum Seeker Support Program (ASSP). The ASSP provides transitional accommodation and psychosocial support to families and individuals seeking asylum across Melbourne; and in more recent times Ballarat in regional Victoria. Secure housing provides asylum seekers with a foundation to start to rebuild their life and provides a sense of security; improved mental health; reduces social isolation, and increases independence and social wellbeing. The program provides referrals to specialist services and brokerage resources given most program participants are ineligible for Medicare and other government benefits.

St John of God Health Care and CCV were recent successful applicants of a research scholarship with Australian Catholic University. The scholarship

Justice is one of our values and we live this by working to identify and eliminate structural barriers.



will fund an academic research evaluation of the ASSP and will provide an opportunity to share the voice of asylum seekers and their experiences, as well as critical information which will enhance program outcomes and key recommendations for future direction. As a ministry of the Catholic Church, St John of God Health Care is proud to collaborate with CCV to honour the dignity of those individuals and families seeking safety, freedom and an opportunity to live a safe and fulfilling life.

In 2021-22, the organisation continued to deliver environmental sustainability initiatives across all hospital facilities

and developed its new 2022-25 Environmental Sustainability Strategy. The new strategy focuses on culture and leadership, environmental performance and climate change and is underpinned by a commitment to continuous improvement.

St John of God Health Care received \$1.7 million in grant funding through the Business Recovery Energy Efficiency Fund (BREEF) for capital works projects at St John of God Ballarat and Warrnambool hospitals. Energy saving projects have also been approved at St John of God Ballarat Hospital and St John of God Langmore Centre.

In 2021-22, St John of God Health Care finalised and published our second Modern Slavery statement, as per legislative requirements. The United Nations Human Rights Council and the Australian Government have identified the practice of modern slavery as a long-standing issue, and we continue to implement a range of initiatives to help reduce instances of modern slavery.

We continued to work alongside suppliers and other stakeholders to help eradicate this practice. St John of God Health Care established a multiple year roadmap to increase the awareness and maturity of our Modern Slavery practices across the supply chain.

St John of God Health Care has actively built and expanded community partnerships throughout Australia, and with our near neighbours. Donations of support include a shipping container filled with health care equipment and a \$25,000 donation to the Caritas Pacific Appeal, following the February 2022 tsunami in Tonga.

St John of God Health Care hospitals and services continue to partner with local and international communities as part of our commitment to community responsibility.

In 2021-22, St John of God Health Care contributed in excess of \$738,000 through our community responsibility programs, involving more than 30 different projects managed through our hospitals and services. These range from small to mid to large initiatives.

Examples of this include the Bunjilwarra Koori Youth Alcohol and Drug Healing Service partnership with St John of God Health Care

South East Melbourne hospitals. This partnership has enabled Bunjilwarra to undertake evidence based research on their model of care that has led to additional external funding of multidisciplinary clinicians into their service model, and a significant capital grant to improve infrastructure.

The support offered by St John of God Health Care has enhanced the service's sustainability, informed best practice, and provided ongoing funding for much needed clinical and infrastructure resources.

Another example is St John of God Murdoch Hospital's Djaalinj Waakinj Aboriginal Ear Health Program, which won the 2021 Hesta Compassion in Action Social Justice Award.

Our Social Justice Patient Concessions Policy ensures we can respond to requests from caregivers, benevolent agencies, international aid agencies, hospital clinicians and management who have assessed that a patient needs treatment not available elsewhere.

During 2021-22, St John of God Health Care provided in excess of \$153,000 in various forms of support to caregivers experiencing hardship through the Caregivers Facing Hardship Policy.

St John of God Health Care is an active participant in the communities in which our hospitals and services are located. We donate to the Archbishop of Perth's winter and Christmas appeals each year.

St John of God Health Care supported the WA Youth Jazz Orchestra, WA Youth Orchestras, Catholic Arts and the Black Swan State Theatre Company, in 2021-22. We also sponsored the Women's Hall of Fame, Leadership WA, National Reconciliation Week WA and the Committee for Economic Development of Australia (CEDA), and we continued as the major sponsor of The Mandorla Art Award, Australia's most significant thematic Christian art prize.

	Total funds administered			St John of God Health Care Contribution		
	2019/20	2020/21	2021/22	2019/20	2020/21	2021/22
Social Outreach	26,992,196	25,481,975	25,890,117	18,952,225	17,489,630	16,976,067
Community Responsibility	638,010	589,584	738,366	638,010	603,584	738,366
Patient Concessions	488,994	436,236	378,341	488,994	436,236	378,341
Caregivers Facing Hardship	109,620	218,222	153,485	109,620	218,222	153,485
	28,228,821	26,726,017	27,160,309	20,188,850	18,747,672	18,246,259

Social justice initiatives

- Delivered \$25.9 million in free or low cost services specialising in community mental health and homelessness and support services as well as international health capacity development programs.
- Continued to build new partnerships with government and non-government organisations to support growth of services.
- Delivered community mental health and homelessness and support services to 6,421 people and provided 43,074 nights of stable accommodation to clients through our Horizon House and Casa Venegas services.
- Officially opened two new fully accessible homes for clients with a disability.
- Published our second Modern Slavery statement and established a multiple year roadmap to increase the awareness and maturity of our Modern Slavery practices across the supply chain.
- Installed energy efficient equipment and technologies to increase energy savings, reduce energy bills and decrease carbon emissions at St John of God Warrnambool and St John of God Ballarat.



Respect

Our locations

Western Australia

1. Perth

Head office

Hospitals:

- St John of God Midland Public and Private Hospitals
- St John of God Mt Lawley Hospital
- St John of God Murdoch Hospital, including Murdoch Community Hospice
- Murdoch Hospital Surgicentre
- St John of God Subiaco Hospital
- St John of God Wembley Day Surgery

Social Outreach:

- Drug and Alcohol Withdrawal Network
- Horizon Houses
- Mental Wellbeing Services
- Midland Head to Health
- Raphael Services

St John of God Carine Specialist Centre
St John of God Foundation
St John of God Healthcare at Home

2. Bunbury

St John of God Bunbury Hospital

Social Outreach:

- Horizon House
- South West Community Alcohol and Drug Service

South West Cancer Accommodation Centre
St John of God Healthcare at Home

3. Geraldton

St John of God Geraldton Hospital

Social Outreach:

- Horizon House

4. North and Mid-West

- Horizon House (Broome)

Victoria

5. Melbourne

St John of God Accord
St John of God Marillac

Hospitals:

- St John of God Berwick Hospital, including Specialist Centre
- St John of God Frankston Rehabilitation Hospital
- St John of God Langmore Centre
- St John of God Pinelodge Clinic

Social Outreach:

- Raphael Services

St John of God Healthcare at Home

6. Ballarat

St John of God Ballarat Hospital

Social Outreach:

- Horizon House
- Mental Wellbeing Services
- Raphael Services

St John of God Healthcare at Home

7. Bendigo

St John of God Bendigo Hospital

Social Outreach:

- Horizon House
- Mental Wellbeing Services
- Raphael Services

St John of God Healthcare at Home

8. Geelong

St John of God Geelong Hospital, including Specialist Centre

Social Outreach:

- Horizon House
- Raphael Services

St John of God Healthcare at Home

9. Warrnambool

St John of God Warrnambool Hospital

Social Outreach:

- Horizon House

New South Wales

10. Sydney

Hospitals:

- Hawkesbury District Health Service
- St John of God Burwood Hospital
- St John of God Richmond Hospital

Social Outreach:

- Casa Venegas
- Raphael Services

New Zealand

St John of God Hauora Trust

11. Christchurch

Community, Youth and Child Services:

- St John of God Waipuna

Health and Ability Services:

- St John of God Addington
- St John of God Halswell
- St John of God Rolleston
- The Granada Centre

12. Wellington

Health and Ability Services:

- St John of God Clouston Park
- St John of God Karori

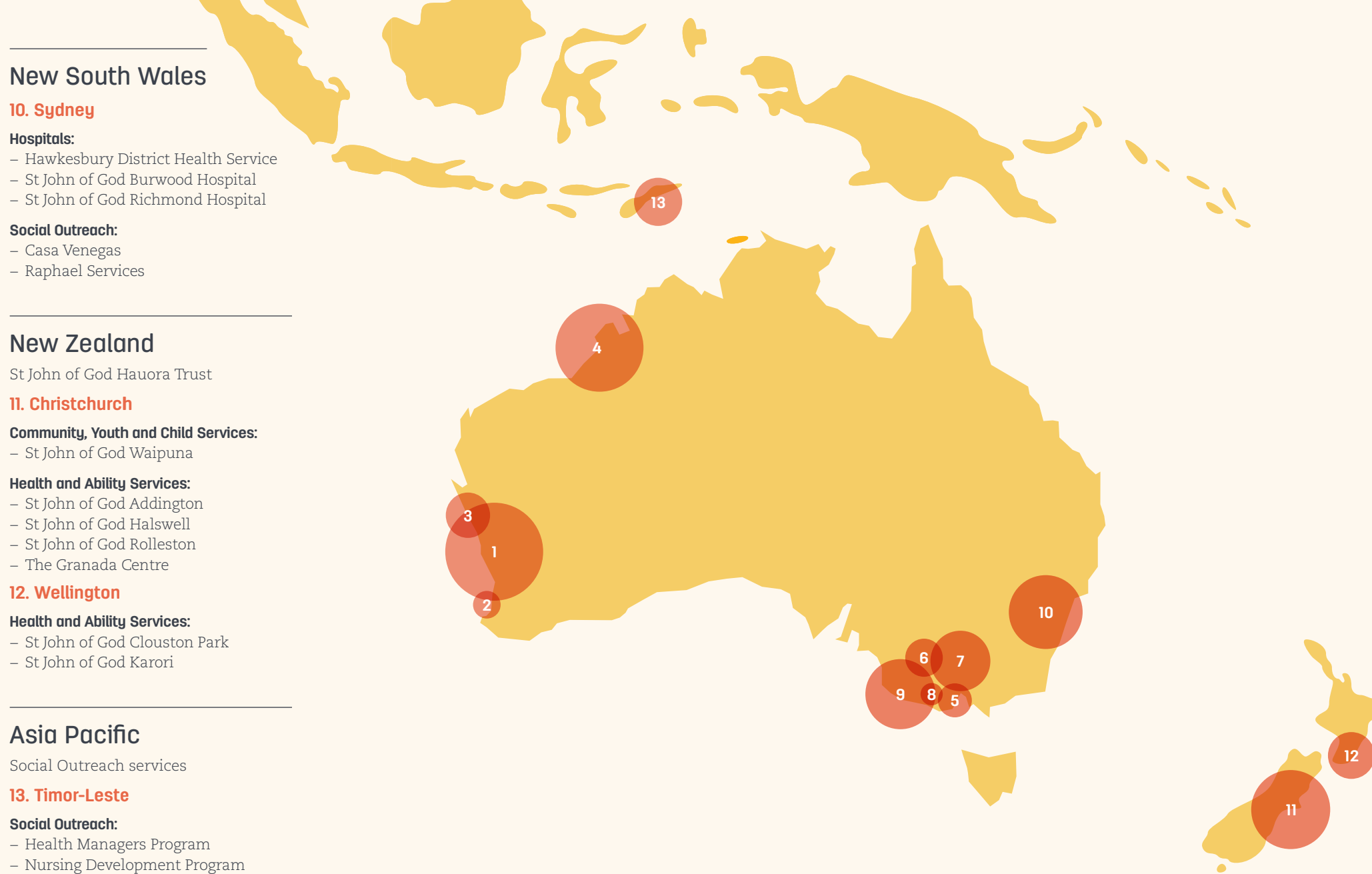
Asia Pacific

Social Outreach services

13. Timor-Leste

Social Outreach:

- Health Managers Program
- Nursing Development Program
- Quality Program



Services

overview



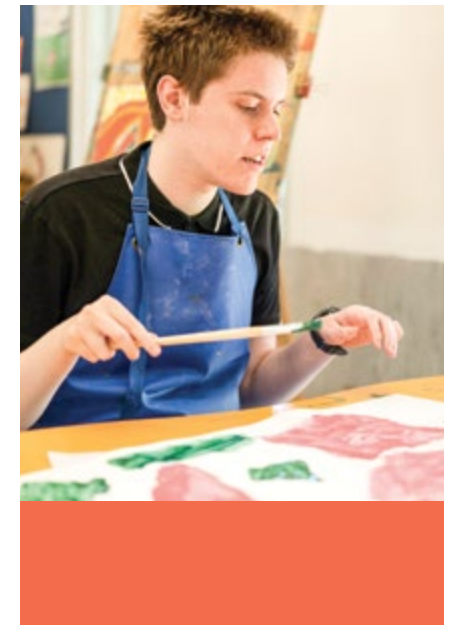
St John of God Accord

Highlights

- Continued responsiveness to minimise the spread of COVID-19 across all sites and services of St John of God Accord by:
 - Consistent rapid antigen testing of clients and caregivers.
 - Offering clients alternative support options such as smart technology and individualised services.
 - Sufficient quantities of, and access to, personal protective equipment (PPE).
- Commenced the provision of National Disability Insurance Scheme (NDIS) required Programs of Support across three community campuses, which allows clients to choose from over 50 programs. The Programs of Support run for 12 weeks and have measurable outcomes for clients.
- Commenced Clinical Nurse Consultation, providing clinical expertise and support across the organisation. This role is positively influencing health outcomes for our clients.
- Successfully negotiated long term lease for the Glenroy Community Campus. This was officially opened in March 2022.
- Secured two grants through the Department of Family, Fairness and Housing. The Unpaid Carers and Additional Carer Respite grants saw over 134 families and clients receive a range of respite opportunities over 2021-22, which concluded in June 2022.
- Launched the new St John of God Accord website - www.accorddisability.sjog.org.au
- Officially opened two new, fully accessible homes for six St John of God Accord clients, in collaboration with St John of God Marillac.

Year ahead

- Continue the exploration of growth and service opportunities across the metropolitan region of Melbourne in line with the organisational strategic plan, and begin understanding the markets in other states.
- Continue growth of the School Leaver Employment Services in the northern suburbs of Melbourne, partnering with Enable Australia to provide work experience for our clients.
- Build and occupy two fully accessible Specialist Disability Accommodation (SDA) homes for twelve St John of God Accord clients in the western and northern suburbs of Melbourne.
- Implement the Person Centred Active Support and Practice Leadership (PCAS) model across our accommodation homes.
- Implement the 3Cs program, a foundation program for person-centred care focusing on Connection, Compassion and Communication, to help drive a consistent approach to patient care.
- Implement the mobile phone lone-worker application across St John of God Accord.



Established:
1953

Locations:
45 sites in Melbourne's northern, eastern, western and southern suburbs.

Chief Executive Officer:
Ms Lisa Evans

Caregivers:
534

Services:
St John of God Accord offers a wraparound service to all our clients and families through long-term planning and guidance. We focus on developing strong personal and lasting relationships. From leaving school and throughout each stage of life, St John of God Accord's holistic approach supports physical, emotional, social and spiritual wellbeing, so everyone in our care has the chance to thrive in safe and supportive environments. We are a National Disability Insurance Scheme (NDIS) registered disability service provider operating across the Melbourne metropolitan region.

St John of God Ballarat Hospital



Highlights

- Implemented a new Patient Admission Portal.
- Completed garden beautification project, which has created a reflective space for patients within the campus.
- Achieved approval for a hospital expansion project, including additional operating theatres, beds and Central Sterile Supply Department (CSSD) upgrade.
- Increased our graduate nursing program to accept our largest ever intake, a large investment in our future caregivers and services.
- Implemented 3Cs program, a foundation program for person-centred care focusing on Connection, Compassion and Communication to help drive a consistent approach to patient care.

Year ahead

- Commence building works for the hospital expansion by constructing a new Medical Services Building, with an expected completion date of Q2 2024.
- Upgrade CSSD as part of the hospital expansion project.
- Implement an extensive recruitment campaign for new caregivers to enable service expansion.
- Plan and implement of room service catering model across the hospital.

Established:
1915

Locations:
101 Drummond Street North, Ballarat, Victoria.

Chief Executive Officer:
Mr Alex Demidov

Medical Advisory Chair:
Dr Lydia Johns Putra

Caregivers:
1003

Beds:
232

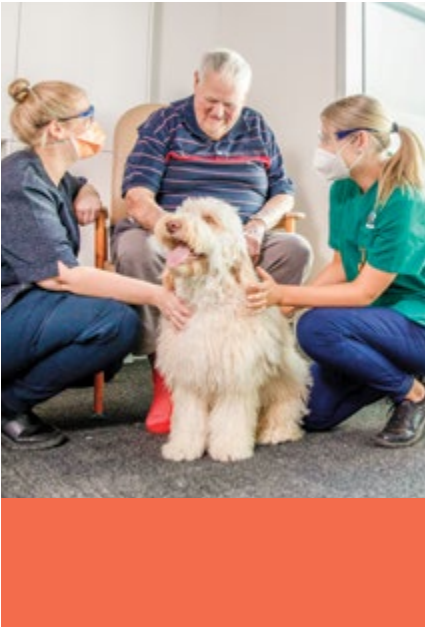
Theatres and procedure rooms:
5 operating theatres, 1 endoscopy room, 1 catheter laboratory.

Accredited doctors:
233

Services:
twenty-four-hour emergency department, intensive care and coronary care, obstetrics and gynaecology, special care nursery, rehabilitation unit with 30 dedicated beds, oncology unit and day infusion centre, elective and day surgery, outpatient services.

Net promotor score as at 30 June:
73.5

St John of God Bendigo Hospital



Highlights

- Implemented our new room service menu hospital-wide in April 2022, with very positive feedback from patients and caregivers.
- Implemented our new Patient Admission Portal and improved the efficiency of the admissions process.
- Welcomed 19 graduate nurses and one graduate midwife during 2021-22, adding depth to our nursing workforce.
- Established a bespoke in-house theatre nurse training program to enhance the skills of our operating theatre team.
- Initiated an international recruitment campaign for nurses with the first recruits commencing in July 22.
- Devised and implemented a new annual Quality Improvement Projects Award to recognise the positive activity being undertaken by caregivers.
- Celebrated the success of our Pastoral Care team who received a Catholic Health Australia award for their work in supporting women and families experiencing early pregnancy loss.

Year ahead

- Develop and expand Doctor Consulting Suites on site.
- Expand and renovate Central Sterilising Service Department (CSSD) to enhance our compliance with relevant standards.
- Commence the provision of Midwifery and Operating Theatre specific graduate nurse programs.
- Consolidate and expand the Nurture Collective perinatal wellbeing program.

Established:
1965

Locations:
133-145 Lily Street, Bendigo, Victoria

Chief Executive Officer:
Michael Hogan

Medical Advisory Chair:
Dr Joris Mekel

Caregivers:
652

Beds:
141

Theatres and procedure rooms:
7

Accredited doctors:
185

Doctors directly employed:
28

Services:
day oncology, bariatric surgery, cardiac surgery, day surgery, maternity, vascular surgery, allied health, hydrotherapy, rehabilitation, orthopaedic surgery, general surgery, gynaecological surgery, urology, ear, nose and throat surgery, maxillofacial surgery, medical and palliative care.

Net promotor score as at 30 June:
82.6

St John of God Berwick Hospital



Highlights

- Ran a busy COVID-19 vaccination clinic which provided vaccinations to caregivers, doctors, volunteers, emergency services, and Monash Medical staff.
- Supported the Victorian public health care system with the fight against COVID-19 by accepting public medical and surgical cases.
- Continued planning and preparation for stage four redevelopment with the finalisation of the clinical services plan, which informs how we need to grow in the next 10 years to meet the health care needs of the community we serve.
- Delivered a record 1021 babies in 2021-22.
- Received the 2021 Tony Howarth Award for Best Example of Safety Leadership, recognising the South East Melbourne COVID Response team and the hundreds of hours spent meeting and consulting to ensure that caregivers were well-supported mentally and physically during the ever-changing COVID-19 situation in Victoria.

Year ahead

- Continue stage four redevelopment planning.
- Explore the opportunity to commence dialysis services in response to community need.
- Explore the opportunity to construct a new operating theatre to enable us to increase our surgical capability.
- Development of the new Cardiology Diagnostic Service onsite.

Established:
1910

Locations:
75 Kangan Drive, Berwick, Victoria

Chief Executive Officer:
Ms Lisa Norman

Medical Advisory Chair:
Dr Mark Tarrant

Caregivers:
1,047

Beds:
205

Theatres and procedure rooms:
8 operating theatres, 1 catheter laboratory.

Accredited doctors:
713

Doctors directly employed:
5

Services:
special care nursery, obstetrics, day oncology and infusion, elective surgery, endoscopy, palliative care, ICU, cardiac care, rehabilitation, cardiovascular catheter laboratory, pastoral care, day surgery, chest pain clinic, Moses Holmium Laser, Mako Robot, da Vinci XI robot.

Net promoter score as at 30 June:
84.7

St John of God Bunbury Hospital



Highlights

- Successfully tendered for ongoing provision of renal dialysis services.
- Worked with local partners to progress the opportunity for a new day hospital in the Vasse region.
- Achieved 390 days without a lost time injury (LTI) and achieved a lost time injury frequency rate (LTIFR) of 0.
- Partnered with Edith Cowan University to progress a new employment model for student nurses as Assistants in Nursing.
- Dr Susan Chapman awarded Christchurch Medal for humanitarian work.

Year ahead

- Continue with St John of God Bunbury Hospital master planning for future redevelopment options, including progressing the opportunity of developing services in the Vasse region as well as an offsite consulting centre to support specialists visiting the region.
- Work closely with Bunbury Regional Hospital to progress redevelopment works across the campus.
- Work with WA Country Health Service to review the three public clinical service agreements currently provided by St John of God Bunbury Hospital.

Established:
1927

Location:
Robertson Drive and Bussell Hwy, Bunbury, Western Australia

Chief Executive Officer:
Mr Jeffrey Williams

Medical Advisory Chair:
Dr Peter Bairstow

Caregivers:
584

Beds:
145

Theatres and procedure rooms:
5 theatres and 1 cardiac interventional laboratory.

Accredited doctors:
424

Doctors directly employed:
4

Services:
cardiac services, interventional cardiology, cancer treatment services, renal dialysis unit, elective surgery, general medicine, palliative care, obstetrics, allied health and drug and alcohol services.

Net promoter score as at 30 June:
74.4

St John of God Frankston Rehabilitation Hospital



Highlights

- Launched a new inpatient palliative care service with six dedicated beds, and recruited experienced palliative care health care practitioners including a team of five Palliative Care Physicians. Also recruited specialist nurses and provided training for caregivers onsite. We are working with community palliative care providers to deliver comprehensive solutions for the community.
- Received the 2021 Tony Howarth Award for Best Example of Safety Leadership, recognising the South East Melbourne COVID Response team and the hundreds of hours spent meeting and consulting to ensure that caregivers were well-supported mentally and physically during the ever-changing COVID-19 situation in Victoria.
- Prepared for Australian Council on Healthcare Standards (ACHS) accreditation against the National Safety and Quality Health Service (NSQHS) Standards.
- Welcomed new Director of Clinical Services, Karen Ward.
- Continued partnership with local Indigenous community group, Nairn Marr Djambana, including provision of financial sponsorship to the service.
- Supported the Victorian public health care system with the fight against COVID-19 by accepting public rehabilitation patients.

Year ahead

- Continue to grow the new palliative care service and deepen partnerships with other providers to offer a comprehensive and holistic solution to people facing the last 12 months of life.
- Continue to support the public sector through provision of inpatient and outpatient services in response to increased demand.
- Achieve ACHS accreditation against the NSQHS Standards.

Established:
2004

Location:
255-265 Cranbourne Road,
Frankston, Victoria

Chief Executive Officer:
Ms Lisa Norman

Medical Advisory Chair:
Dr Mark Tarrant

Caregivers:
197

Beds:
60

Theatres and procedure rooms:
Nil

Accredited doctors:
25

Services:
specialist neurological, cardiac,
orthopaedic and movement
disorder (including Parkinson's
disease) rehabilitation programs,
as well as general programs for
patients recovering from surgery,
accidents, or injury.

Net Promoter Score as at 30 June:
82.1

St John of God Geelong Hospital



Highlights

- Reached the milestone of 1000 open heart surgeries since the service commenced in 2017.
- Completed a Clinical Services Plan to support future service growth.
- Formalised relationship with East Timor Hearts Fund through which the first two patients received life-changing heart surgery.
- Expanded graduate nursing program to support recruitment and workforce strategy, including perioperative service, cardiac care, and emergency department.
- Launched Eve, a maternity patient app designed to support parents through their pregnancy, birth, and first year of parenting.
- Implemented a patient admission portal to allow patients to use an online booking process to improve their experience.
- Partnered with local TAFE, The Gordon Institute, to develop Assistants in Nursing who support our workforce by companioning 'at risk' patients.
- Achieved significant reduction in lost time injury (LTI) performance.

Year ahead

- Commence master planning for future expansion of hospital facilities and infrastructure.
- Implement à la carte room service catering model, allowing patients to order meals and snacks from a restaurant style menu at times that suit them.
- Complete upgrade to endoscopy reprocessing department in Day Surgery Centre to comply with safety standard AS/NZS 4187:2014 - Reprocessing of Reusable Medical Devices in Health Service Organisations.
- Complete redevelopment and upgrade of facilities for maternity patients.

Established:
1905

Location:
80 Myers Street, Geelong,
Victoria

Chief Executive Officer:
Mr Stephen Roberts

Medical Advisory Chair:
Mr Richard Grills

Caregivers:
1,211

Beds:
262

Theatres and procedure rooms:
13 theatres, 2 cardiac
interventional laboratories

Accredited doctors:
492

Doctors directly employed:
83

Services:
emergency department, intensive
care unit, cardiology, oncology,
palliative care, medical, surgical
obstetrics, rehabilitation.

Net promoter score as at 30 June:
78.3

St John of God Geraldton Hospital



Highlights

- Increased our Net Promoter Score (NPS) from 79.5 to 83.4, with the highest group-wide NPS score in June of 88.5, indicating a positive patient and client experience.
- Re-opened our maternity services and began promoting this to the wider Midwest community to increase service user numbers. Following re-opening, Geraldton's maternity ward had a large Net Promoter Score (NPS) increase of +16 over the period of January – July 2022, achieving Most Improved Ward with an NPS score of 87.7.
- Curated and hung local artwork throughout the hospital as part of our commitment to the area we serve.
- Provided 4395 surgical separations in 2021-22, an increase of 413 surgical separations from the previous financial year.
- Supported caregivers through a tough and demanding period due to COVID-19. We worked as a strong and effective team to ensure our patients, families and caregivers were protected through a robust infection control approach. As a result we had a sick leave level of just 3.5 per cent, which was below group level, and had no cross transmissions reported between staff.
- Continued to build a strong and effective working relationship with the WA Country Health Service, with weekly meetings and shared problem solving.

Year ahead

- Implement the 3Cs program, a foundation program for person-centred care focusing on Connection, Compassion and Communication, to help drive a consistent approach to patient care.
- Strengthen the consumer voice in design, planning and evaluation of services.
- Improve local access to maternity, surgical care, and acute medical care both ambulatory and inpatient, in order to reduce barriers faced when seeking medical care.

Established:
1935

Location:
12 Hermitage Street, Geraldton,
Western Australia

Chief Executive Officer:
Mr Phillip Balmer

Medical Advisory Chair:
Dr Aman Singh

Caregivers:
182

Beds:
60

Theatres and procedure rooms:
2 operating theatres and 1 minor
procedure room

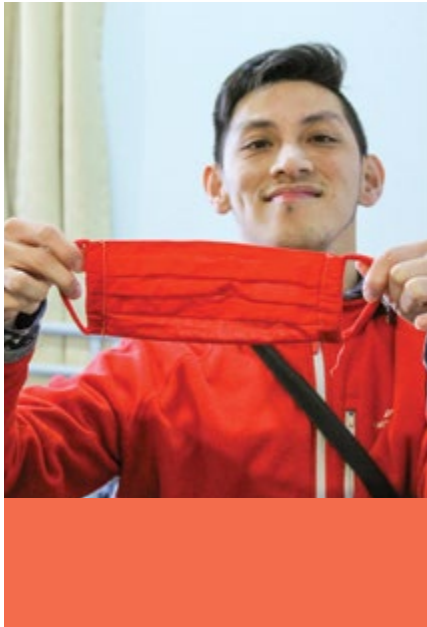
Accredited doctors:
90

Doctors directly employed:
0

Services:
obstetrics, level 2 special care
nursery, general surgical/medical
unit, inpatient palliative care
and day chemotherapy, medical
admissions, ophthalmic, general
surgery, orthopaedics, ear, nose
and throat, oral and maxillofacial
surgery, maxilla-facial and plastics,
dental, urology, gynaecology,
podiatric surgery, and endoscopy.

Net promoter score as at 30 June:
88.2

St John of God Hauora Trust



Highlights

- Delivered 46,620 nights of residential care for people living with physical and neurological disabilities in New Zealand.
- Delivered Transitional Rehabilitation Care at The Granada Centre to 34 clients living with neurological disability or spinal injury.
- Supported 672 young people at St John of God Waipuna, with a range of social and community services for vulnerable young people in Canterbury.
- Developed and implemented the St John of God Hauora Trust Strategic Plan 2021-25, increasing our focus on delivering service excellence for the people we support.
- Implemented Organisational Redesign 2022 Project, delivering additional capabilities and supports to enable frontline service delivery and improve quality.
- Successfully responded to the ongoing COVID-19 pandemic, resulting in minimal cases and no serious harm to clients or residents, as well as effective client support and service delivery in challenging circumstances.

Year ahead

- Commence construction of the 24-room, \$8.9m NZD Lucena development, increasing capacity at St John of God Halswell to 84 rooms.
- Raise the profile of The Granada Centre for Transitional Rehabilitation to meet sector demand for residential and community-based support.
- Implement recruitment and retention project to increase the resilience of our services.
- Establish Cultural Advisor position that will support our bicultural commitment, our commitment to the principles of the Treaty of Waitangi, and achieving hauora (health and wellbeing) for Maori and Pasifika clients, residents and communities.
- Commence HOPE programme that will support young parents at the 7-unit Pavitt St social housing development in partnership with St Vincent de Paul.

Established:
2008

Locations:
New Zealand

Chief Executive Officer:
Sarah Hillier

Caregivers:
308

Services:
Residential care services for
people living with physical and
neurological disabilities through
our Health and Ability Services
(St John of God Halswell, St
John of God Karori, St John of
God Addington, St John of God
Rolleston, St John of God Clouston
Park and the Granada Centre for
Transitional Rehabilitation). Our
Community, Youth and Child
Services support vulnerable young
people with a range of wrap-
around social services focused
on achieving personal growth
and development. This division
delivers social work support,
mental health and wellbeing
counselling services, pregnancy
and parenting support and
education, as well as Adventure
Therapy services for young
people at risk and young people
who have offended. The service
also operates an early childhood
centre, Little Owls Preschool.

St John of God Hawkesbury District Health Service

Highlights

- Introduced the Caring at Home project as part of our palliative care service in the community. The Caring at Home project aims to improve the quality of palliative care provided to the patient in their home, with necessary training and resources provided to support carers and families.
- Opened our refurbished Day Surgery waiting and reception room. The space, designed to improve the patient experience, offers more privacy, softer lighting and a soothing colour palette to promote a welcoming and calming environment for patients.
- Introduced new and improved technology in the Maternity department to advance the delivery of maternity services and improve patient experience and safety.
- Extended the after-hours musculoskeletal physiotherapist service to our emergency department. The service improves the ability to provide timely emergency care for patients presenting to the emergency department with non-life-threatening musculoskeletal injuries.
- Managed response to three major flood disasters in the Hawkesbury Local Government Area. Implemented our Disaster Management Plan to ensure that the facility was prepared to endure the flood with minimal disruption to services. This included a coordinated response with emergency service agencies to provide medical and nursing staff, equipment, and supplies to areas isolated during major floods, ensuring the community continued to have access to essential health care.

Year ahead

- Increase the capacity and resilience of our medical workforce. This is especially important following the disruptions to many of the usual medical workforce arrangements across Sydney caused by the COVID-19 pandemic. It is also vital to ensuring the ongoing functioning of our Emergency Department which is facing a significant increase in patient presentations.
- Continue the 3Cs program, a foundation program for person-centred care focusing on Connection, Compassion and Communication, to help drive a consistent approach to patient care.
- Participate in the NSW Health strategy for managing deferred waiting list surgery post COVID-19, in order to reduce surgical wait times in our community.
- Continue to improve the quality of patient care with post-operative pain management rounding.
- Strengthen occupational health and safety work culture with a focus on zero preventable patient harm and zero tolerance of all types of aggression.
- Renew/extend the Services Agreement with Nepean Blue Mountains Local Health District and NSW Health for public patient services.



Established:
1996

Locations:
2 Day Street, Windsor

Chief Executive Officer:
Mr Strephon Billingham

Medical Advisory Chair:
Dr Ralph Nader

Caregivers:
684

Beds:
131

Theatres and procedure rooms:
3 operating theatres and
1 procedure room

Accredited doctors:
77

Doctors directly employed:
3

Services:
day surgery unit, private and public surgical ward, paediatrics, maternity, special care nursery, intensive care unit, critical care unit, emergency department and community health.

St John of God Healthcare at Home

Highlights

- Continued supported home services through the challenging environment of COVID-19, including changes in practice, use of personal protective equipment (PPE), patient screening, and ongoing caregiver and patient support.
- Commenced St John of God Midland Public Hospital maternity home visiting services.
- Soft-launched Rehabilitation in the Home (RITH), and palliative and supportive services in Perth.
- Achieved accreditation with seven recommendations against the National Safety and Quality Health Service Standards (NSQHS) with the Australian Council on Healthcare Standards (ACHS) survey, with four surveyors visiting Healthcare at Home (HAH) sites in the east and west of Australia.
- Relocated the Perth based head office from Kings Park Road to Osborne Park, to better service the Perth metropolitan operations.

Year ahead

- Continue growth of services in Perth, Bunbury, and Victorian Service Delivery Centres.
- Ongoing review of operational processes to improve efficiency and effectiveness of service delivery, including review of technology support and devices.
- Assess the service's needs for a patient management system to accommodate the changes to the service profile and funding complexities.
- Further explore, expand and implement virtual health technologies to support monitoring, recovery and care of patients at home including the use of wearables to measure patients' wellbeing at home.
- Work alongside the Group Health Fund Team and hospitals to ensure a greater understanding of Healthcare at Home funding arrangements.
- Further explore the market and look for growth and partnership opportunities.
- Complete the pilot of Telematics, a vehicle tracking system, to further strengthen caregiver safety.



Established:
2009

Locations:
Bunbury, West Perth, Murdoch, Subiaco, , Midland, Mandurah, Ballarat, Bendigo, Geelong, and Berwick

Chief Executive Officer:
Ms Robyn Sutherland

Caregivers:
158

Services:
Home care services that include hospital substitution services for admitted and non-admitted patients outside of the hospital, Home Nursing and Midwifery care for patients discharged, and Community Care that includes community nursing, allied health and personal care.

Net promoter score as at 30 June:
83.8

St John of God Marillac



Highlights

- Established St John of God Marillac Specialist Disability Accommodation (SDA) as part of the National Disability Insurance Service (NDIS) reform to comply with regulations that stipulate the landlord must have separation from the care provider in Specialist Disability Accommodation housing.
- Constructed and officially opened two fully accessible SDA homes for six clients in the eastern suburbs of Melbourne in May 2022.
- Commenced construction on two further sites. Terms of a lease are with the Catholic Archdiocese. Site four and five in the new housing project will be built on land that is owned by the Archdiocese, with the terms for site four already agreed upon and the negotiations for site five in progress.
- Established infrastructure team to oversee all St John of God Marillac accommodation homes and St John of God Accord infrastructure and maintenance needs.
- Minimised the spread of COVID-19 across St John of God Marillac sites, by:
 - Conducting consistent rapid antigen testing of clients and caregivers.
 - Providing sufficient quantities of personal protective equipment (PPE) for COVID-19 outbreaks or suspected outbreaks in accommodation homes.
- Launched the St John of God Marillac website, www.marillac.sjog.org.au

Year ahead

- Complete a further four fully accessible SDA homes for six clients in the western and northern suburbs of Melbourne. In total, 10 new SDA homes will provide housing for 30 new clients.
- Complete business case for the refurbishment and rebuild of existing accommodation homes to meet SDA standards.
- Move towards a fully leased vehicle model and trial site for the use of hybrid and electric cars for St John of God Health Care.

Established:
2017

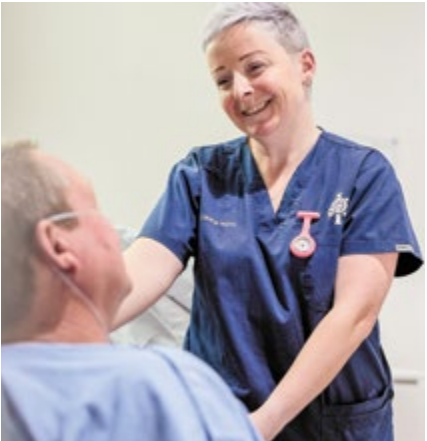
Locations:
25 homes across metropolitan Melbourne.

Group Director of Community Services:
Ms Lisa Evans

Caregivers:
4

Services:
St John of God Marillac is a provider of Specialist Disability Accommodation for 25 homes across metropolitan Melbourne. In addition, St John of God Marillac provides infrastructure and maintenance support to 18 disability service sites and properties operated by St John of God Accord. St John of God Marillac works closely with St John of God Accord and, where required, other providers of Supported Independent Living (SIL) to ensure client matching and compatibility in homes is optimal.

St John of God Midland Public and Private Hospitals



Highlights

- Received a finalist nomination at the East Metropolitan Health Service Excellence Symposium for the GoShare project in November 2021. The GoShare digital platform pilot program was launched with the Minister for Indigenous Australians, Ken Wyatt MP, in September 2020. The trial involved caregivers sending information electronically via the GoShare digital platform to patients in the Emergency Department (ED), maternity unit, mental health unit and Moort Boodjari Mia service. Funded by the Australian Digital Health Agency, more than 33,604 digital health bundles were sent to patients over the pilot period (March to November 2020).
- Established the Patient Access Program to identify and implement initiatives and activities to enhance patient flow and the patient experience. To assist with the high demand on hospital services, the project identified a number of initiatives to increase access to overnight beds and minimise wait times in our Emergency Department.
- Completed significant structural, service and workforce changes to support the Western Australian Government with the state's COVID-19 response. This included caring for COVID-19 patients on an ongoing basis and coordinating an onsite COVID-19 Vaccination Centre and COVID-19 Testing Clinic. Over a 28-month period, the COVID-19 Testing Clinic undertook more than 107,000 swabs, making it one of the busiest in Perth.

Year ahead

- Progress the hospital's redevelopment plans to expand the Emergency Department and inpatient capacity and construct a Mental Health Emergency Centre.
- Progress plans to establish an Ambulatory Emergency Care Unit to help patients avoid overnight admissions where feasible. Suitable patients will be identified in the Emergency Department waiting room and transferred to the unit to enable more rapid assessment.
- Implement digital hospital projects, including patient flow and task management software across the hospital and electronic triage in the Emergency Department.

Established:
2015

Location:
1 Clayton St, Midland, Western Australia

Chief Executive Officer:
Mr Paul Dyer

Medical Advisory Committee Chair:
Amanda Boudville

Caregivers:
2,773

Beds:
367

Theatres and procedure rooms:
9 theatres and 3 procedure rooms

Accredited doctors:
240

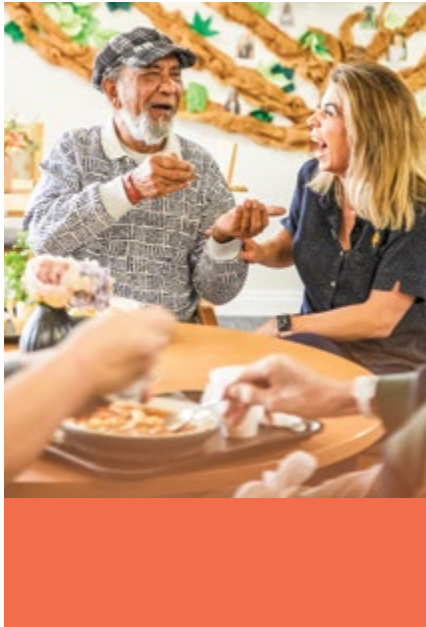
Doctors directly employed:
269

Services:
Public: allied health, emergency care, general medicine, general surgery, geriatric and aged care, maternity, medical specialties, mental health, neonatology, outpatient clinics, pathology, paediatrics, pharmacy, radiology, stroke and adult/aged rehabilitation.

Private: aged care medicine, bariatric surgery, cardiology, diabetology, ear, nose and throat, endocrinology, gastroenterology, general medicine, general surgery, gynaecology, haematology, infectious disease, neurology, oncology, ophthalmology, oral maxillofacial surgery, orthopaedic surgery, paediatric gastroenterology and hepatology, paediatric surgery, pain management, plastic surgery, radiology, renal medicine, respiratory medicine, sleep medicine, stroke medicine, urology, vascular surgery.

Net promoter score as at 30 June:
47.7

St John of God Mt Lawley Hospital



Highlights

- Employed a range of workforce strategies to attract and retain talented caregivers, including the development of a perioperative program, the implementation of a graduate midwifery career pathway with the University of Notre Dame, the introduction of a Lactation Consultant position description, and the hiring of a Clinical Midwifery Specialist.
- Assisted the public hospital sector by accepting patients for transitional care programs and maternity services.
- Continued to refurbish inpatient rooms and ensuites to improve the patient experience and foster a healing environment.
- Implemented scanned health records and the Kronos electronic rostering, time and attendance system.
- Introduced same-day rehabilitation programs to expand patient options.

Year ahead

- Commence the kitchen refurbishment to allow the introduction of à la carte room service where patients can order their meals from a menu at a time that suits them.
- Review, expand and diversify our rehabilitation services to ensure they meet the needs of the Western Australian community, including a half-day rehabilitation program and rehabilitation in the home.
- Upgrade our Patient Admissions Portal to improve the patient experience.
- Increase utilisation of our operating theatres to enable more Western Australians to receive timely access to surgical procedures.
- Prepare for accreditation with the Australian Council on Healthcare Standards.

Established:
1937

Location:
Thirlmere Road, Mt Lawley,
Western Australia

Chief Executive Officer:
Ms Vanessa Unwin

Medical Advisory Chair:
Dr Paul McRae

Caregivers:
839

Beds:
205

Theatres and procedure rooms:
7 operating theatres,
3 procedure rooms

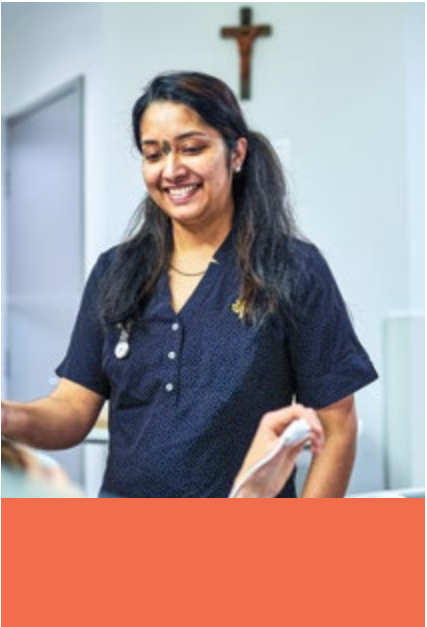
Accredited doctors:
579

Doctors directly employed:
8

Services:
surgical, maternity and medical
services, private and public
rehabilitation and older adult
mental health services, general
surgery, ear, nose and throat,
gastroenterology, obstetrics
and gynaecology, urology,
orthopaedic, bariatric, paediatrics,
plastic, oral/maxillofacial,
general medicine, dental,
dermatology and gerontology.

Net Promoter Score as at 30 June:
78.1

St John of God Murdoch Hospital



Highlights

- Initiated Murdoch's comprehensive Caregiver Wellbeing and Retention Strategy, 'Thrive'.
- Implemented Murdoch's Talent Management and Succession Planning Strategy, 'Ready to Thrive'.
- Initiated Murdoch's Subsidiarity and Empowerment Strategy, 'Thrive Councils'.
- Opened the GenesisCare Radiation Oncology centre in December 2021, the first private hospital-based centre of its type in Perth's southern metropolitan corridor, with the only MR-Linac machine in Western Australia.

Year ahead

- Continue workforce retention and recruitment through our 'Thrive' strategies.
- Commence Emergency Department refurbishment and Endoscopy expansion.
- Progress campus improvements, including hospital carpark planning and the installation of additional lifts in St John of God Wexford Medical Centre.

Established:
1994

Location:
Barry Marshall Parade, Murdoch,
Western Australia

Chief Executive Officer:
Mr Ben Edwards

Medical Advisory Chair:
Professor Peter Bremner

Caregivers:
2,227

Beds:
510

Theatres and procedure rooms:
16 operating theatres,
5 endoscopic procedure rooms,
2 angiography procedure rooms,
2 operating suites in Surgicentre.

Accredited doctors:
884

Doctors directly employed:
100

Services:
elective and acute surgical and
medical specialties, obstetrics,
paediatrics, cardiology, emergency
department, hospice/palliative
care, intensive care unit and
coronary care unit, comprehensive
cancer services, sleep studies.

Net Promoter Score as at 30 June:
74.6

NSW Mental Health

St John of God Richmond and Burwood Hospitals

Highlights

- Kept caregivers and clients safe and the hospitals operational during repeated NSW flood emergencies and the ongoing COVID-19 pandemic. This included emergency leadership working parties with daily communications providing timely and relevant information.
- Achieved planning and finance approval and appointed a builder for the St John of God Richmond Hospital redevelopment project.
- Strengthened our partnership with consumers and carers through co-design training and specific projects to improve the client experience.
- Collaborated with consumers, carers and caregivers to develop and implement trauma-informed reflective practices across the service.
- Developed and implemented the Learning and Development Strategy, allowing us to better understand the student experience, strengthen our ties with universities, develop preceptorship models, support clinical skills for current staff and welcome new graduate nurses. Clinical supervision has been rolled out and new leadership skills training opportunities to support managers are being developed.
- Achieved significant improvement in Net Promotor Score across both hospitals from an average of 63.2 in 2020-21 to 70.3 in 2021-22.
- Partnered with Metrix to complete market research to understand what drives decision making when seeking treatment for a mental illness, and developed an action plan to implement the recommendations.

Year ahead

- Manage the St John of God Richmond Hospital redevelopment.
- Develop a peer-worker framework focused on lived experience.
- Respond to the needs of female veterans and first responders impacted by occupational trauma.
- Develop and implement consumer friendly digital portals to assist with admission processes and to support clinicians by incorporating screening tools, outcome measures, and therapy tracking capabilities into the care journey.
- Further develop the bed buy agreement with Nepean Blue Mountains Local Health District for clients to either transfer from their inpatient mental health services or be directly admitted from the community.
- Implement a carer experience survey to deepen understanding of carer needs and respond to these with relevant and innovative strategies.



St John of God Richmond

Established:

1952

Locations:

177 Grose Vale Road,
North Richmond, New South Wales.

Chief Executive Officer:

Mr Colman O'Driscoll

Medical Advisory Chair:

Dr Jeffrey Bertucen

Caregivers:

179

Beds:

88

Theatres and procedure rooms:

electroconvulsive therapy (ECT)
and transcranial magnetic
stimulation (TMS) suites

Accredited doctors:

38

Doctors directly employed:

4

Services:

inpatient and outpatient clinical
programs for anxiety and
depression, drug and alcohol,
mindfulness and dialectical
behaviour therapy, mood
disorder, psychosis, posttraumatic
stress disorder and trauma.

Net promoter score as at 30 June:

70.2

St John of God Burwood Hospital

Established:

1958

Location:

13 Grantham Street, Burwood,
New South Wales.

Chief Executive Officer:

Mr Colman O'Driscoll

Medical Advisory Chair:

Dr Nicholas Di Ciaccio

Caregivers:

201

Beds:

95

Theatre and procedures rooms:

electroconvulsive therapy (ECT)
and transcranial magnetic
stimulation (TMS) suites.

Accredited doctors:

48

Doctors directly employed:

5

Services:

inpatient and outpatient day
clinical programs for anxiety and
depression, drug and alcohol,
mindfulness and dialectical
behaviour therapy, mood
disorder, perinatal mental health,
psychosis, posttraumatic stress
disorder and trauma, community
care nurse, ECT and TMS services.

Net promoter score as at 30 June:

70.3

St John of God Pinelodge Clinic



Highlights

- Coordinated the planning for relocation of St John of God Pinelodge Clinic to St John of God Langmore Centre, including managing the \$18 million refurbishment of the facility and conducting process improvement for patient safety and experience.
- Received two awards in the Tony Howarth Awards for Leadership in Health, Safety and Wellness, for:
 - Best Example of Safety Leadership, recognising the South East Melbourne COVID Response team and the hundreds of hours spent meeting and consulting to ensure caregivers were well-supported mentally and physically during the ever-changing COVID-19 situation in Victoria.
 - Commitment to Health and Wellbeing, recognising the efforts of the Pinelodge Wellness Committee and their provision of practical strategies to help caregivers manage their health and wellbeing, and achieve a work/life balance.
- Two caregivers received the Sister Bridget Clancy Scholarship for the Empowerment of Women through Education, through which caregivers will be upskilling through post graduate studies in specialty areas such as midwifery, allied health, mental health, and community and home based nursing.
- Collaborated with St John of God Foundation to secure major donors to support the development of a sensory garden for St John of God Langmore Centre.
- Recruited new caregivers and psychiatrists in preparation for the move to the new hospital.

Year ahead

- Open St John of God Langmore Centre on 3 August 2022 and decommission St John of God Pinelodge Clinic.
- Implement and embed systems and processes in the new hospital and settle into the south east Melbourne community by building the brand, communicating with the General Practitioner community, inviting stakeholders for ongoing tours and connecting with other health care establishments to best support patients.
- Continue the St John of God Foundation fundraising campaign.
- Establish a volunteer network to support the work of caregivers and provide the best possible patient experience.

Established:
1980

Locations:
1480 Heatherton Road,
Dandenong, Victoria

Chief Executive Officer:
Ms Linda Allen

Medical Advisory Chair:
Dr Mark Tarrant

Caregivers:
159

Beds:
54

Theatres and procedure rooms:
1 electroconvulsive therapy (ECT) Suite and 2 transcranial magnetic stimulation (TMS) Chairs

Accredited doctors:
53

Doctors directly employed:
2

Services:
inpatient treatment for alcohol and other drug addiction, acute inpatient mental health; 6-day a week day programs facilitated by psychologists, art therapists and mental health nurses, community mental health service, telehealth wellbeing service, outpatient psychology and psychiatry.

Net promoter score as at 30 June:
59.3

St John of God Social Outreach



Highlights

- Delivered community mental health, homelessness and support and capacity development services to 6,421 people and provided 43,074 nights of stable accommodation to clients through our Horizon House and Casa Venegas services.
- Co-designed and opened the new Midland Head to Health adult mental health centre. Part of an Australian Government trial, funded through the Primary Health Networks Program, the centre provides a new approach in the mental health system and removes some of the traditional barriers for people seeking support for mental health concerns by offering a free, community-based walk-in service every day of the year.
- Successfully re-tendered for service provision of the South West Community Alcohol and Drug Service in WA's south west, and the Drug and Alcohol Withdrawal Network in Perth. These services provide support for people affected by alcohol and other drug issues.
- Introduced digital client ratings and surveys which provide live feedback to support service improvements and inform planning in Casa Venegas and Horizon House.
- Provided critical skills training and support for 121 nurses and midwives at Timor-Leste's COVID-19 isolation facilities, following a request by the Australian Government's Department of Foreign Affairs and Trade, and launched the third phase of the Nursing Development Program in partnership with the Timorese Ministry of Health.

Year ahead

- Broaden community mental health service offering to support greater client complexity including people experiencing mental illness and substance misuse, extend reach into regional communities through telehealth, and improve access to services for Aboriginal and Torres Strait Islander peoples, and culturally and linguistically diverse populations.
- Review Homelessness and Support Services model of care to allow for growth and development opportunities.
- Expand and deepen consumer involvement in service design, delivery and evaluation, and improve feedback mechanisms.
- Undertake re-accreditation against the Quality Improvement Council Health and Community Services Standards and gain accreditation against the National Standards for Mental Health Services.
- Continue to support the Ministry of Health in Timor-Leste to build sustainable programs and develop capacity among its health care workforce by facilitating the implementation of hospital quality standards, providing executive mentoring support, and expanding the nursing and midwifery clinical core competency program.

Established:
2002

Locations:
52 locations in Western Australia, New South Wales, Victoria, Timor-Leste and Papua New Guinea

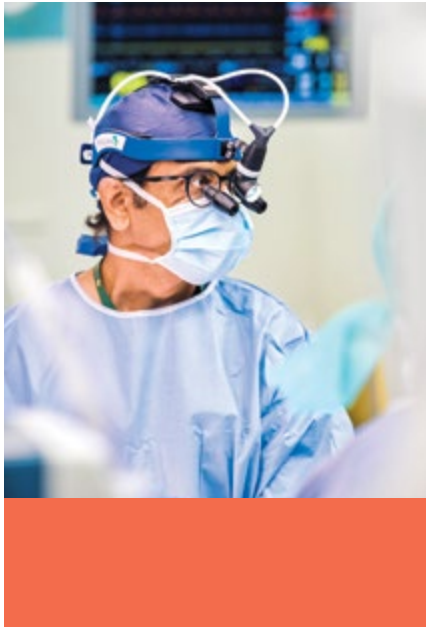
Chief Executive Officer:
Ms Susan Cantwell

Caregivers:
245

Services:

- **Community mental health:**
Midland Head to Health, Raphael Services (perinatal and infant), Mental Wellbeing Services, Drug and Alcohol Withdrawal Network, and South West Community Alcohol and Drug Service
- **Homelessness and support services:**
Horizon House (youth) and Casa Venegas (adult)
- **Capacity development:**
International health programs in Timor-Leste and Papua New Guinea

St John of God Subiaco Hospital



Highlights

- Commenced initial redevelopment works following approval from the Town of Cambridge. These works include the construction of a dedicated isolation ward, three new service lifts, new office space, a new temporary caregiver carpark, and an upgrade of the hospital's kitchen.
- Implemented St John of God Health Care's Child, Young Person and Adult at Risk Safeguarding Framework to further enhance the safety and wellbeing of patients in our care.
- Undertook 77 research projects led by members of our research team. Of these projects, 50 were specific to oncology, maintaining our hospital's reputation as one of Australia's leading cancer research institutes and a premier provider of innovative cancer care and services.
- Became the first private health care provider in Western Australia to install an O-arm Surgical Imaging System. Used for orthopaedic spinal surgery, the system optimises surgical accuracy and outcomes by allowing surgeons to scan patients' anatomy during surgery, producing high quality 3D images.
- Implemented an Administrative Assistance Excellence Project, further improving administration services and patient hospitality. This has positively impacted the hospital experience for patients, their family, and their visitors.

Year ahead

- Roll out our hospital's à la carte room service catering model to all patients hospital-wide, having previously only offered this to maternity patients. This will allow patients to order meals and snacks from a restaurant style menu at times that suit them.
- Become the first private hospital in Western Australia to open a dedicated isolation ward. This will ensure our hospital's preparedness for future outbreaks of COVID-19 or similar infectious diseases.
- Transition Wembley Day Surgery to St John of God Subiaco Eye Hospital, creating a dedicated ophthalmology facility equipped with state-of-the-art operating theatres and technologies.
- Purchase Magseed, a tool designed to accurately mark the site of a breast cancer lesion for more targeted surgical removal.
- Prepare for accreditation against the National Safety and Quality Health Service (NSQHS) Standards.

Established:
1898

Locations:
12 Salvado Road, Subiaco, Western Australia

Chief Executive Officer:
Prof. Shirley Bowen

Medical Advisory Chair:
Mr Peter Campbell

Caregivers:
2,081

Beds:
523

Theatres and procedure rooms:
17 main theatres, 2 cardiac and vascular intervention laboratories, short stay unit with 3 theatres and 1 procedure room, endoscopy suite with 3 procedure rooms, Wembley Day Surgery with 3 theatres, minor procedure unit with 2 minor procedure rooms.

Accredited doctors:
942

Doctors directly employed:
91

Services:
acute medical unit, acute pain service, Bendat Family Comprehensive Cancer Centre, chest pain service, community drug and alcohol services, coronary care unit, intensive care unit, maternity, neonatal intensive care unit, neurosurgery, orthopaedics, general surgery, colorectal surgery, breast surgery, gynaecology, paediatric unit.

Net promoter score as at 30 June:
72.9

St John of God Warrnambool Hospital



Highlights

- Implemented a new Patient Admission Portal.
- Purchased new urological surgical equipment and began providing new urology procedures.
- Completed upgrade of patient bathrooms using donated funds.
- Implemented the common menu, a 7-day menu designed in collaboration with dietitians and our chefs aligned with health care legislation and guidelines.
- Appointed a Director of Medical Services for the hospital.

Year ahead

- Complete endoscopy and Central Sterile Supply Department (CSSD) upgrade to enable compliance with the safety standard AS/NZS 4187:2014 - Reusable Medical Devices in Health Service Organisations.
- Comprehensively upgrade palliative care patient rooms using donated funds.
- Expand and strengthen consumer membership on key committees.
- Strengthen health and wellbeing activities to encourage caregiver participation.
- Restructure and update doctors consulting suites to accommodate new Visiting Medical Officers (VMOs) into the hospital.

Established:
1939

Locations:
136 Botanic Road, Warrnambool, Victoria

Chief Executive Officer:
Mr Alex Demidov

Medical Advisory Chair:
Dr Kristen Cornell

Caregivers:
190

Beds:
73

Theatres and procedure rooms:
3 theatres

Accredited doctors:
140

Doctors directly employed:
2

Services:
elective surgery in orthopaedics, urology, plastic, cosmetics, gynaecology, ear, nose and throat, general surgery, bariatric surgery, gastroenterology, ophthalmology, medical, palliative, oncology, sleep studies and outpatient services.

Net promoter score as at 30 June:
84.2



Justice

St John of God Foundation

Although the last two years has seen a global shift in the way societies value health care, and the innovations that can occur when non-profit organisations partner with public and private sectors to drive change, there remains a gap in available funding to ensure the very best outcomes can be achieved for our communities.



Established:
1994

Locations:
556 Wellington Street Perth,
436 St Kilda Road Melbourne

Chief Executive Officer:
Ms Bianca Pietralla

Board Chair:
Mr Tony Howarth AO

Caregivers:
15

Services:
Provide fundraising and philanthropic services to raise, manage and distribute funds to advance health care and medical research in the communities in which St John of God Health Care operates across Australia.

For over 25 years St John of God Foundation has been the fundraising and philanthropic arm of St John of God Health Care, raising and distributing vital funds to help drive innovations in health care that offer the greatest potential to improve clinical outcomes and quality of life for patients and their loved ones.

The enduring generosity of remarkable donors is truly inspirational and continues to change lives for people across Australia, and globally through research translation.

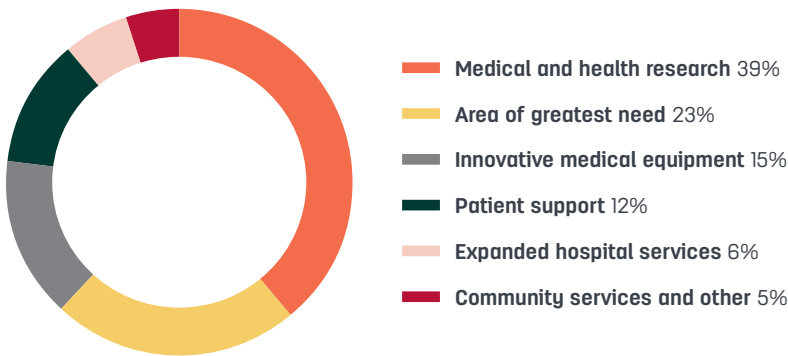
It is thanks to each and every supporter that we can continue to transform the future of health care and give hope to patients in their time of greatest need.

2021-22 impact at a glance

- Celebrated completion of the \$5 million refurbishment of the St John of God Murdoch Community Hospice, fully funded through the legacy of gifts in wills from grateful patients.
- Commenced a major national fundraising campaign to improve the wellbeing of veterans, first responders, and their families and carers, who are affected by psychological trauma.
- Developed a shared workforce model for relationship managers with six St John of God hospitals across WA and Victoria to build new, and strengthen existing, long-term philanthropic relationships locally.
- Launched a new research grants program with St John of God Subiaco Hospital to further support and grow world class clinician-led

- research, with the ultimate goal of improving patient care, treatment, and health care outcomes through translatable research.
- Facilitated the ability for patients and their families to give back to hospitals, welcoming over 2,000 new donors to the St John of God Health Care community giving program.
 - Provided gift management services to St John of God Health Care hospitals and services, including receiving more than 12,500 donations and thanking donors for their support.
 - Raised funds of \$4.27M through philanthropic donations, corporate donations, and gifts in wills from generous members of the community, to support advancements in health care.

How your donations were allocated



In the last financial year, generous donations in support of better health outcomes for St John of God Health Care patients and the broader community have enabled:

- Funding for leading medical research projects, including in the areas of Respiratory Research, Colorectal Cancer Research, Orthopaedic Research, Breast and Ovarian Cancer Research and General Cancer Research.
- ‘Gifts of Hope’ (patient financial support) for patients and families fighting cancer.
- Innovative medical technology including a state-of-the-art electrocardiograph machine for

use in oncology clinical trials, and 12 cuddle beds, providing greater connection and comfort for patients during end of life care.

- 33 ‘Sister Bridget Clancy Scholarships for the Empowerment of Women through Education’ awarded to caregivers across 12 hospitals. Established by the Sisters of St John of God and named after founding Sister Bridget Clancy, the scholarships aim to empower caregivers to continue their study.
- Two caregiver bursaries and ongoing funding for a Colorectal Cancer Support Nurse to enhance compassionate patient care and support above and beyond medical management.

Year ahead

- Build on existing relationships with government and individuals to raise funds to meet the mental health needs of veterans and first responders.
- Continue to work closely with hospitals and communities to support local campaigns in areas such as research, mental health, maternity services, and innovative equipment.
- Centralise all donations and gifts in will information for St John of God Hospitals and Services to create efficiencies in fund acquittal and reporting, and improve donor experience.

All donations received by St John of God Foundation are directed in accordance with donor intent.

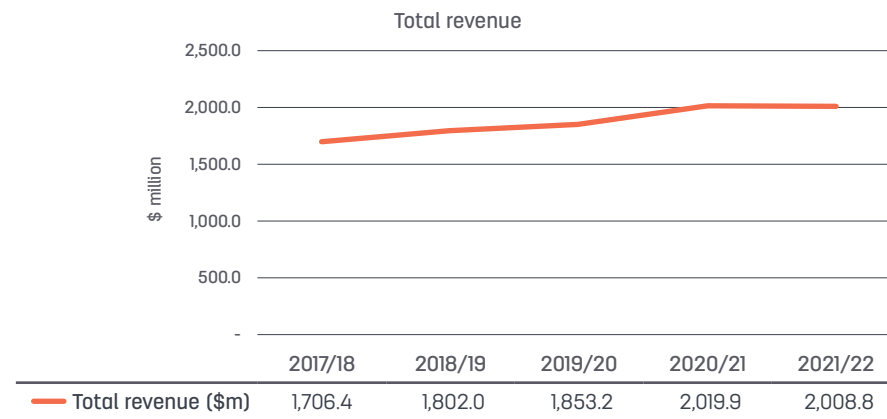
We remember and honour all our supporters who sadly passed away this year, including long term supporter Dr Jack Bendat AM CitWA of the Bendat Family Foundation, whose legacy we acknowledge and will live on through his transformational philanthropy.

Every gift inspires our caregivers and makes a lasting difference to patients, families and communities.

Stewardship

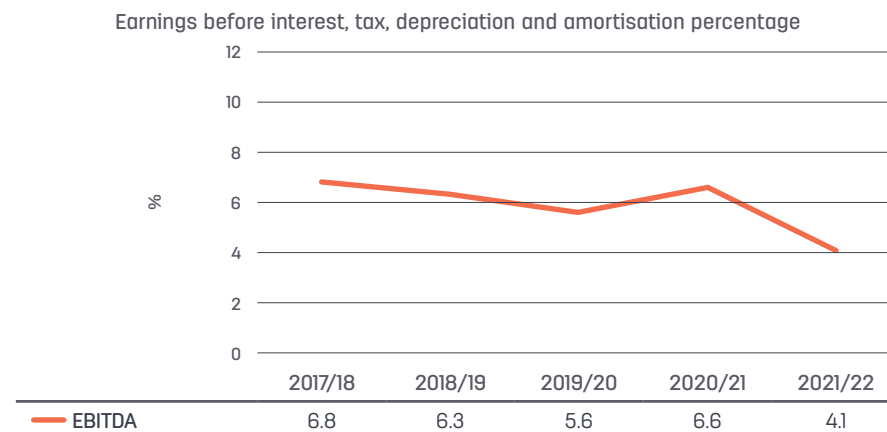
Total revenue

Total revenue reduced by 0.5% during the year, reflecting the ongoing impact of COVID-19 restrictions on operations.



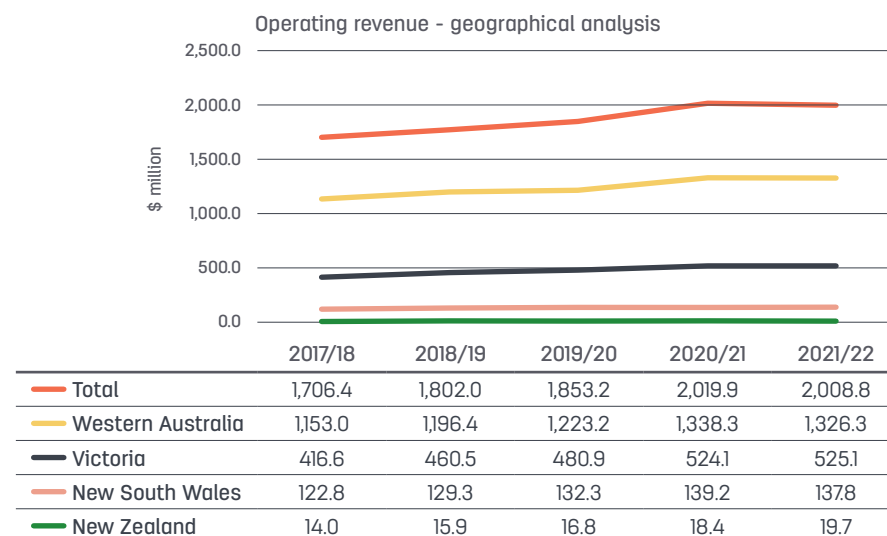
Earning before interest, tax, depreciation and amortisation percentage

EBITDA percentage shows a reduction on prior year and reflects the impact of COVID-19 on hospital operations and the organisation as a whole.



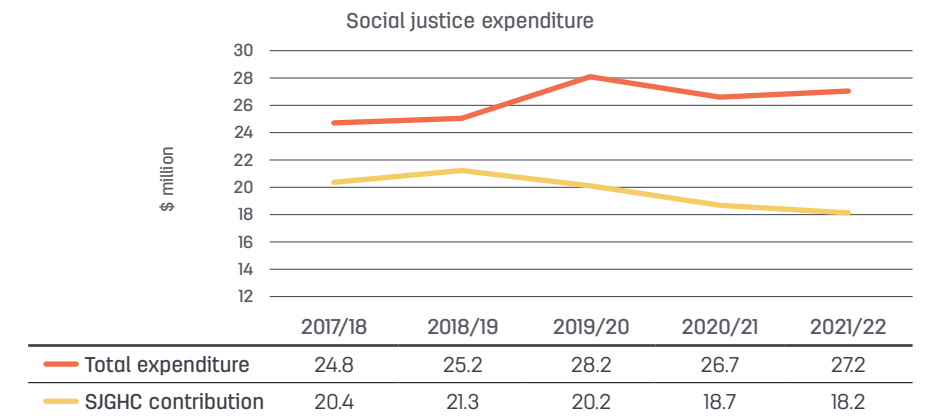
Operating revenue - geographical analysis

WA has eased by 0.3% to be 66.0% of revenue, NSW has stayed steady to be 6.9% of revenue and New Zealand has grown by 0.1% to be 1.0% of revenue. This year Victoria revenue also increased by 0.2% to be 26.1% of revenue.



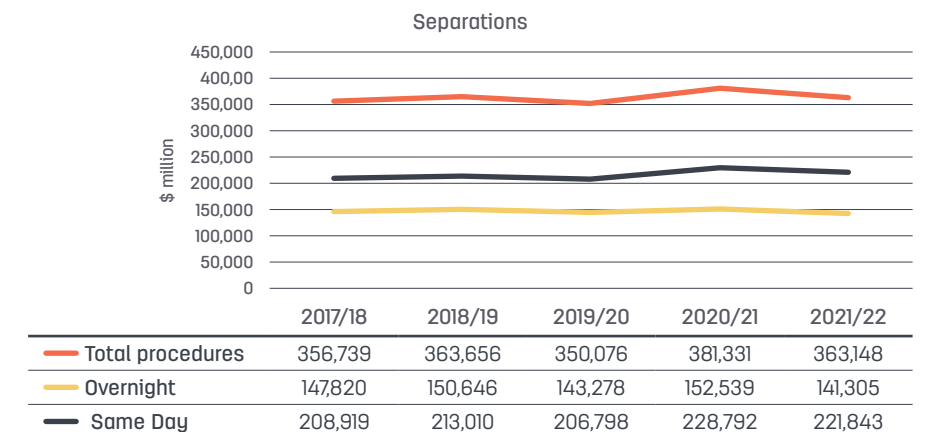
Social justice expenditure

Total expenditure on the delivery of community services and social justice initiatives increased in 2021-22 by 1.9%, and reflects a direct funding contribution by St John of God Health Care of \$18.2 million for the year.



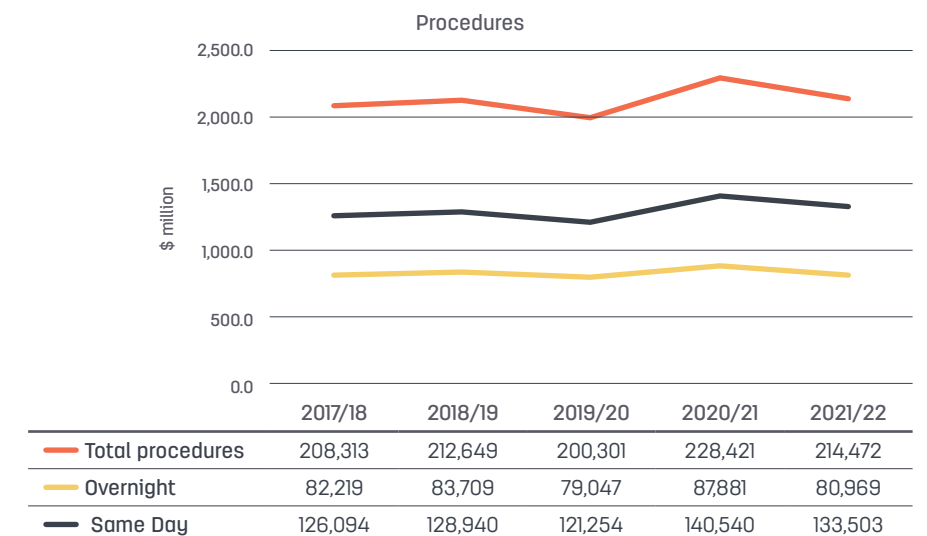
Separations

Separations decreased in 2021-22 mainly due to elective surgery restrictions impacting our WA hospitals (two of which are our largest in the Group). Same day separations also decreased for the same reason.



Procedures

Procedures decreased in 2021-22 due to elective surgery restrictions imposed by state governments in response to the management of COVID-19.



St John of God Health Care Organisational structure



Overview of governance

St John of God Health Care governance structures are modelled on best practice and assist in ensuring innovation, development, prudent stewardship, accountability and control commensurate with the risks involved.

Our approach to corporate governance is informed by the best practice principles outlined in:

- Corporate Governance Principles 4th edition, published by the Corporate Governance Council of the Australian Stock Exchange; and
- Not for profit Governance Principles (2nd edition) published by the Australian Institute of Company Directors.

Our governance structure is two-tiered, comprising Trustees and a Board.

The Trustees have canonical responsibility for St John of God Health Care and exercise a range of authorities, including the appointment and evaluation of Board members and ensuring that our ministry remains faithful to its role within the Catholic Church. The Trustees meet 11 times a year.

The Board is accountable to the Trustees for the organisation’s ongoing stewardship and strategic development. Board members are selected for their varied and complementary skills and are drawn from a wide range of backgrounds.

The Board (in consultation with the Trustees) appoints the Group Chief Executive Officer, who is accountable

to the Board for the organisation’s day-to-day management across Australia, New Zealand and the Asia-Pacific region.

The Group Chief Executive Officer convenes and chairs the Executive Committee comprising senior executives who provide advice. The committee meets monthly and participates in various other workshops as required.

The roles and responsibilities of the Trustees, Board and management are set out in the St John of God Health Care Inc. constitution. In addition, the Governance Authority Matrix addresses matters reserved for the Trustees, the Board and the Group Chief Executive Officer, while a Management Authority Matrix identifies matters for which the Group Chief Executive Officer and senior executives have delegated authority.

Appropriate mechanisms to monitor the performance and development of senior executives are in place with all senior executives assessed annually.

St John of God Health Care promotes ethical and responsible decision making, guided by the Trustees who have outlined our organisational Vision, Mission and Values in our cornerstone document Our Vision.

Board meetings and committees

Board meetings

Chaired by Hon Kerry Sanderson AC CVO, the Board comprises eleven members. The Board is accountable to the Trustees for the ongoing stewardship and development of the organisation, including all aspects of its Mission, service delivery and financial performance.

Audit and Risk Committee

Chaired by Adrian Arundell, the Audit and Risk Committee comprises five board members and assists the Board to fulfil its fiduciary and corporate governance responsibilities in relation to the organisation’s financial reporting, internal control structure, risk management systems, and internal and external audit functions. Ernst & Young continued to act as the external auditor and the internal audit function is co-sourced with PwC.

Board Attendance

Board Attendance / Member	Governing Board		Audit & Risk Committee		Finance & Investment Committee		Mission Integration, Caregivers & Culture Committee		Patient Experience & Clinical Excellence Committee		Remuneration & Nominations Committee		Digital, Information & Technology Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Hon Kerry Sanderson AC CVO	6	6			11	11	4	4			4	4		
Mr Adrian Arundell	6	5	7	7	11	10								
Dr Julie Caldecott	3	2	4	3					3	3				
Assoc Prof Rosanna Capolingua	6	5	7	4					6	5			2	1
Mr Justin Carroll	6	6			11	10					4	4	5	5
Mr Jack de Groot	6	6					4	4	6	6				
Dr Shane Kelly	6	6			11	11	4	4	6	5	4	4	5	5
Dr Michael Levitt	6	6							6	5				
Mr James McMahon	6	6	7	7			4	4						
Mr Peter Prendiville	6	6			11	11					4	4		
Dr Mark O'Brien	6	6	7	7					6	6				
Ms Shelly Park	3	3	3	3					3	3			3	3

Finance and Investment Committee

Chaired by Peter Prendiville, the Finance and Investment Committee comprises five Board members. The committee reviews financial performance, administers and manages surplus funds and also considers and makes recommendations on financial and investment matters.

Mission Integration, Caregivers and Culture Committee

Chaired by Jack de Groot, the Mission Integration, Caregivers and Culture Committee comprises four Board members and an external mission integration expert. The committee gives form and shape to Board members’ understanding of St John of God Health Care as a ministry of the Catholic Church and also works to raise awareness of the lived expression of the Vision in the delivery of services through our caregivers and our culture.

Patient Experience and Clinical Excellence Committee

Chaired by Associate Professor Rosanna Capolingua, the Patient Experience and Clinical Excellence Committee comprises six Board members, a number of medical practitioners and a consumer representative. The primary purpose of the committee is to assist the Board in fulfilling its governance responsibilities in relation to the organisation’s clinical performance, particularly with regard to patient safety and quality of care.

Remuneration and Nominations Committee

Chaired by Hon Kerry Sanderson AC CVO, the Remuneration and Nominations Committee comprises four Board members. It aims to ensure fair and responsible remuneration and takes advice from an independent remuneration consultant.

It reviews the Group Chief Executive Officer’s performance and makes recommendations to the Board on remuneration for this position and that of the senior executive group. It also considers nomination matters, including Board Committees’ composition, skills and diversity, Board induction, succession planning for the Group Chief Executive Officer, committee membership and endorsing senior executive appointments.

Digital, Information and Technology Committee

Chaired by Justin Carroll, the Digital, Information and Technology Committee comprises four Board members, a consumer representative and two external subject matter experts and assists the Board to fulfil its fiduciary, corporate governance and oversight responsibilities in relation to the usage, investment and security of St John of God Health Care’s IT assets.

Trustee biographies



Hon Neville Owen AO, KCSG
LLB (Hons), LLD (Hon)

Trustee Chair since 1 January 2022
Trustee since January 2020

Extensive legal experience spanning more than 50 years' including almost 20 years as a judge of the WA Supreme Court

Extensive corporate governance expertise as judge and as a Royal Commissioner reviewing the collapse of the HIH Insurance group and more recently into failings of Crown Casino Perth

Current member of Pontifical Commission for the Protection of Minors appointed by Pope Francis in 2018. In recent years he has been a member of the Australian Catholic Bishops Commission's Implementation Advisory Group, Chair of the Church's Governance Review Project and Chair of the Australian Catholic Bishop's Commission Truth Justice and Healing Council

Former Trustee and Chancellor of The University of Notre Dame Australia and Chair of Boards of several independent Catholic schools



Rev Dr Joseph Parkinson
STL PhD

Deputy Chairman since January 2014
Trustee since October 2009

Ordained for the Archdiocese of Perth in 1981

Postgraduate in Moral Theology from the Alphonsian Academy in Rome (STL) and The University of Notre Dame Australia in Fremantle WA (PhD)

Director of bioethicsperth since 2003

Concurrent appointments: Adjunct Associate Professor in the School of Philosophy and Theology, University of Notre Dame Australia (Fremantle Campus); Clinical Ethics Consultancy, Perth Children's Hospital; St John of God Health Care Human Research Ethics Committee; CHA Writing Group, Code of Ethical Standards for Catholic Health, Aged and Community Care in Australia (Second edition)

Awarded CHA's Sr Maria Cunningham Lifetime Achievement Award 2021



Mr Frank Cooper
AO B.Com (UWA)

Trustee since January 2015

Extensive business experience spanning more than 30 years and an outstanding record of community service

Pro Chancellor and Member of the Senate of the University of Western Australia

Current Director of Woodside Petroleum Limited and South 32 Limited, and Chairman of the Insurance Commission of Western Australia

Fellow of the Institute of Chartered Accountants in Australia and a Fellow of the Australian Institute of Company Directors

Awarded an Officer of the Order of Australia in 2014 and West Australian of the Year – Professions category in 2015

Director of Wright Prospecting Pty Ltd



Ms Danielle Cronin
BEcon, MPPP, CF, MAICD, MACEL

Trustee since January 2018

Extensive senior leadership experience in Catholic education at state and national level, including extended terms on the NSW and National Catholic Education Commissions

Member of the Australian Catholic Council for Pastoral Research and former member of the Australian Catholic Bishops Commission's Implementation Advisory Group

Current Director of Jesuit Education Australia and Member/Trustee of Good Samaritan Education

Member of the Australian Institute of Company Directors and Australian Council of Educational Leadership

Australian Churchill Trust Fellow



Mr Mark Murphy
LLB (UWA), BLJuris (UWA), FLWA

Trustee since January 2014

General Manager for the Australian Region of the Sisters of St John of God

Extensive experience within St John of God Health Care spanning over 18 years including as General Counsel and inaugural Company Secretary

Affiliate member of the Australian Institute of Company Directors, member of the Law Society of WA, member of the Australian Corporate Lawyers Association and an alumni of Leadership WA's Signature Leadership Program

Trustee biographies



Ms Eva Skira AM

BA (Hons), MBA, FAICD, FAIM, SF FINSIA, FGIA

Trustee since February 2012
Trustee Chair from 1 January 2014 to 31 December 2021 and Deputy Chair from 1 January 2013 to 31 December 2013

Career in commerce and financial markets, gaining an MBA from the renowned IMD International in Switzerland

Executive positions at Commonwealth Bank and Barclays de Zoete Wedd, followed by consulting in business, project management and strategic advice

More than 25 years' experience as director on boards in business, government, education and the not-for-profit sectors

St John of God Health Care Board Member from 1999 to 2008 and Deputy Chairperson from 2008 to 2012

Current Chair Macmahon Limited and Director Western Power

Chair of Catholic Education of Western Australia Ltd



Adjunct Professor Susan Pascoe AM

BA, Dip Ed, GDSE, M Ed Admin (Hons), FAICD, FIPAA, FACE

Trustee since May 2018

Wide-ranging board experience in government and not-for-profit sectors as well as consultancy regarding governance, review, strategic planning and leadership after early career experience in education

Represented Australia at the highest levels including at the United Nations Educational, Scientific and Cultural Organisation (UNESCO), United National World Education Forum and the Organisation for Economic Co-operation and Development (OECD)

Member of Vatican's Methodology Commission supporting the General Secretariat for the Synod of Bishops in their organisation of the Synod on Synodality 2021-23

Former Chair and Chief Executive Officer of the Catholic Education Commission of Victoria Board and current President and Chair of the Australian Council for International Development, and Chair of the Community Directors' Council

Inaugural Commissioner for the Australian Charities and Not-for-profits Commission from 2012 to 2017, former Commissioner of the State Services Authority in Victoria and Commissioner for the Royal Commission into Victoria's Black Saturday Bushfires



Board biographies



Hon Kerry Sanderson AC CVO

BSc, BEcons, Hon Dlott, FAICD

Chair since May 2018
Appointed May 2018

Former Governor of Western Australia

Former Chancellor of Edith Cowan University from 2019 to 2021

Named Companion of the Order of Australia in June 2016 for eminent service to the people of Western Australia

January 2020 appointed as a Commander of the Royal Victorian Order by the Queen in recognition of distinguished personal service to the Royal Family

Former Chairman of Gold Corporation, former independent chair of the State Emergency Management Committee, former Non-Executive Director of Downer EDI and Atlas Iron

Participates in a number of charitable and community activities including Chair of the WA Parks Foundation, Director of WA Cricket, Patron of the Bibbulmun Track Foundation and the Rottnest Voluntary Guides Association, Co-Patron of the Western Australian Aboriginal Leadership Institute and President of Scouts WA

Held positions as Agent General for WA, CEO of Fremantle Ports, Deputy Director General of Transport for WA, and Director of the Economic and Financial Policy Division of the Western Australian State Treasury



Mr Peter Prendiville

BCom

Deputy Chair
Appointed May 2012

Current positions: Chairman Prendiville Group, his family-owned and operated group of hotels which includes multi-award winning Sandalford Wines, Tradewinds Hotel, Pier 21 Resort, Norfolk Hotel in Fremantle, Karratha International Hotel, Mangrove Hotel, and the iconic Cottesloe Beach Hotel and Hotel Rottnest as well as NW regional hotels in Karratha, Port Hedland and Broome, a Governor and Trustee of The University of Notre Dame Australia, and has been involved with the university since its inception

Past positions: Chairman of Tourism WA from 2012 to 2017, Chancellor and Deputy Chancellor of The University of Notre Dame Australia

Western Australian of the Year 2015 – Business Award Winner

EY Entrepreneur of the Year 2017
Champion of Entrepreneurship, Western Region

Former Chancellor of Notre Dame



Dr Shane Kelly

MBBS, MBA, MPH, FRACMA, FCHSM, CHE, FAIM, FAICD

Group Chief Executive Officer
Appointed December 2020

More than 35 years' experience in health care including 20 years as chief executive officer at hospitals and health care organisations in Australia

Previous roles include Group Chief Executive Officer of Mater Misericordiae, Chief Executive Officer of WA North Metropolitan Health Service and Chief Executive Officer of St John of God Subiaco Hospital from 2005 to 2013

Adjunct Professor, School of Medicine, University of Notre Dame Australia

Adjunct Professor, Australian Catholic University



Mr Adrian Arundell

BCom, FCA, SF Fin

Appointed February 2018

Partner of Azure Capital, a WA-headquartered, national provider of corporate advisory services

More than 25 years' experience in providing advice across mergers and acquisitions, financing and restructuring

Experience in leading transactions across a range of industries including health, technology, construction, mining and property development

A Governor and Director of The University of Notre Dame Australia (UNDA) and Chair of UNDA's Finance and Investment Committee

A Fellow of the Institute of Chartered Accountants in Australia and New Zealand and a Senior Fellow of the Financial Services Institute of Australasia

Board Member of the University of Notre Dame Australia



Mr Justin Carroll

Bcom, FCA

Appointed January 2015

Partner of PwC Australia's Perth office and Deputy Chairman of PwC Australia's Governance Board and member of PwC's Asia Pacific Governance Board. He has more than 30 years' experience in the provision of external audit, due diligence and advisory services

A Governor and former Director of the University of Notre Dame Australia (UNDA)

Fellow of the Institute of Chartered Accountants, a registered Company Auditor and holds a Bachelor of Commerce in Accounting and Finance from the University of Western Australia



Assoc Prof Rosanna Capolingua

MB BS, FAMA, FAICD

Appointed January 2010

Career built in general medical practice

Medical education and professional development, medical ethics having served on medical and government ethics committees

Focus on Clinical Governance and Quality and Safety

Current positions: Principal of Floreat Medical, Chair of the WA Immunisation Strategy Committee, Chair of the Child and Adolescent Health Service in WA, Member of the Infant, Children and Adolescent Taskforce Implementation Oversight Committee, Chair of Federal AMA Pty Ltd, Medical Director of the AMA (WA) Youth Foundation, member of the MDA Cases Committee, member of the Board of Catholic Homes Inc, and Chair of their Clinical Governance Committee

Past Positions: Federal President of the Australian Medical Association, State President of AMA (WA) , Chair of Governing Council Child and Adolescent Health Services, deputy Chair of the North Metropolitan Health Service and Chair of their Quality and Safety Committee, Chair of Australian Medical Publishing Company, Board Member of Medical Defence Australia, Alcohol and other Drugs Advisory Board, Board Member of UWA Raine Foundation, member of the Board of Governors of The University of Notre Dame, Australia

Board biographies



Mr Jack de Groot

BA

Appointed November 2016

Current positons: Chief Executive Officer of St Vincent de Paul Society NSW, one of the largest Social Service Agencies in NSW specialising in homelessness and disability services, member of Board of Governors of The University of Notre Dame Australia and Caritas Australia

Past positions: Chief Executive Officer of Caritas Australia, and the Group Leader of Mission at St Vincent’s Health Australia, previous board memberships include Chair of Implementation Advisory Group and Jesuit Mission, Deputy Chair of Catholic Social Service Australia, St John of God Health Care, Uniya, One World Centre, Act for Peace, Companions Volunteer Communities, Edmund Rice Centre, Australian Catholic Social Justice Council, Catholic Social Services Victoria, The Australian AIDS Fund



Dr Michael Levitt

MBBS, FRACS

Appointed January 2016

Member of clinical staff at St John of God Subiaco Hospital 1990 to present, including as a member of its Medical Advisory Committee for 13 years (four as chairman)

St John of God Subiaco Hospital Director of Medical Services from 2005 - 2013

Member of clinical staff at Sir Charles Gairdner Hospital where he held various senior roles from 1990 - 2005

Clinician Member Medical Board of Western Australia 2016 to present

Chief Medical Officer of Western Australia (2018 - 2021)

Medical Consultant, Medical Executive (WA Country Health Service) 2021 to present



Dr Mark O'Brien

MBBS, FRACGP, FACRRM, AFCHSM, GAICD, CHM, AICGG

Appointed January 2020

Associate Fellow and Programme Director, Oxford Healthcare Leadership Programme, Saïd Business School, Oxford University

Adjunct Professor, Faculty of Business, Economics and Law, University of Queensland

Board Consultant to the Australasian Institute of Clinical Governance

More than 30 years’ experience in the healthcare industry, and an expert consultant in leadership, culture, safety and quality and clinical governance

Former Medical Director and co-founder of the Cognitive Institute, Australia and International Program Director for Education at the Medical Protection Society, the world’s largest medical indemnity organisation

Experienced medical practitioner and clinician

Recipient of the Queensland 2002 Hunt and Hunt Inaugural Award for Healthcare Leadership, and the 2016 Queensland President’s Award by the Australian College of Health Service Management for services to health care



Ms Shelly Park

GAICD; Msc; Fellow Ethical Leadership

Appointed January 2022

Non-Executive Director of Emerge Women and Children’s Support Network and Member Australian Organ and Tissue Donation and Transplantation Advisory Board

More than 30 years’ experience in the healthcare industry, and a consultant in senior leadership and executive development

Previously Non-Executive Director of Defence Health, Chief Executive Officer and Executive Director of Australian Red Cross Lifeblood (2016 - 2022), Chief Executive Officer of Monash Health (2007 - 2016), Non-Executive Director of Jessie McPherson Private Hospital, Victoria (2007 - 2018) and Board Member of Australian Commission in Safety and Quality in Health Care (2009 - 2014)

2011 Telstra Victorian Business Woman of the Year



Mr James McMahon DSC, AM, DSM

GradDipMgt, MMgt, MBA

Appointed July 2017

Previous experience in the public and private sectors, including as the Commissioner for the Department of Corrective Services in Western Australia and Azure Capital advising organisations on strategy, operations, risk, governance and management

34 years full time and allocated as a reservist with the Australian Defence Force, the majority of this time within Special Operations, at the Special Air Service Regiment (SASR), including holding the role as Commanding Officer of the Special Air Service Regiment, equivalent to a Chief Executive Officer. He was awarded the Distinguished Service Cross and the Distinguished Service Medal for leadership and command in action in Timor-Leste, Afghanistan and Iraq

As the Officer Commanding in Timor-Leste the sub-unit was awarded the Meritorious Unit Citation for exemplary operational performance. As the Commanding Officer of the SAS Regiment, the Unit was awarded the Meritorious Unit Citation for their exemplary operational performance in Afghanistan

Current Chief Operating Officer Australian Capital Equity

Current Board member of the SAS Resources Fund Board and the Australian War Memorial Board

Former West Coast Eagles Football Club Deputy Chair

Current Ambassador for The Fathering Project and Disaster Relief Australia, Advisor to RSLWA Board and Legacy WA Board

2019 Western Australian of the Year

2022 was appointed Member of the Order of Australia (AM), in recognition of significant service to veterans and their families, and to the community

Executive Committee biographies



Dr Shane Kelly

MBBS, MBA, MPH, FRACMA, FCHSM, CHE, FAIM, FAICD

Group Chief Executive Officer
Appointed June 2018

More than 35 years' experience in health care including 20 years as chief executive officer at hospitals and health care organisations in Australia

Previous roles include Group Chief Executive Officer of Mater Misericordiae, Chief Executive Officer of WA North Metropolitan Health Service and Chief Executive Officer of St John of God Subiaco Hospital from 2005 to 2013

Adjunct Professor, School of Medicine, University of Notre Dame Australia

Adjunct Professor, Australian Catholic University



Dr Steve Bolsin

BSc, MBBS, FRCA, FANZCA, MHSM, FCAI (Hon), DLitt (Hon)

Group Director Medical Services and Clinical Governance
Appointed May 2019

More than 40 years' experience in healthcare with a focus on clinical governance and quality leadership

Previously worked as Director of Medical Services at St John of God Geelong Hospital and provided quality and safety consulting to Dubai Health Authority and Colchester District Hospital in the UK

More than 30 years' experience as an anaesthetist in public and private hospitals in Geelong, Bristol and London

Awarded Lambie-Dew Medal from the University of Sydney for contributions to medicine, the Frederic Hewett Medal from the Royal College of Anaesthetists for contributions to patient safety and the Jackson-Rees Medal from the Association of Anaesthetists of Great Britain and Ireland for contributions to the safety of paediatric patients



Ms Carla Bonev

BCom, MOrgPsych

Group Director Workforce
Appointed July 2020

More than 16 years' experience in human resources management in global and Australian organisations, working in Australia and South Africa

Previously held senior human resources roles at South 32 and BHP

Significant experience leading HR functions and using analytics and data to support organisational development and growth



Mr Grahame Coles

MBA, DipMgt

Group Director Digital, Information and Technology
Appointed February 2019

More than 30 years' experience in digital and technology across multiple sectors including health, community services, agriculture, food, manufacturing and retail, in both public and private sectors

Previously worked as the Chief Information Officer at the Department of Health and Human Services in both Victoria and Tasmania

Previous Chair of the Victorian Government CIO Leadership Group Council, and former member of the Victorian Information Technology advisory Committee and New Zealand Kiwifruit Industry Supply and Procurement Committee



Lisa Evans

BA (Nursing), Grad Dip Community Health

Group Director Community Services
Appointed June 2021

More than 30 years of experience in the public, private and corporate health care sectors

Senior leadership and management roles include, Director of Nursing Bundoora Extended Care Centre - Northern Health, Director of Nursing at St John of God Berwick Hospital, before moving into the disability sector and currently CEO of St John of God Accord since 2019

Appointed to the Board of St John of God Hauora Trust in January 2022

Holds a Bachelor of Nursing from Deakin University and a Graduate Diploma in Community Health from Monash University and is an accredited Nurse Immuniser

Recipient of the inaugural scholarship from the prestigious Ministry Leadership Program at the Australian Catholic University



Mr Steve Goldsworthy

Bcom, CA, GAICD

Group Chief Finance Officer
Appointed December 2017

Responsible for finance, strategy, health funding, procurement, supply chain and enterprise program management office

20 years' experience in senior commercial roles working in Australian and American listed multi-national companies

Has worked in Australia and Canada, in mining, oilfield services and project construction

Previously held executive roles at Austal Ltd, Cliffs Natural Resources and Schlumberger

Member of the Institute of Chartered Accountants and Institute of Company Directors

Board Member of St John of God Hauora Trust

Executive Committee biographies



Ms Larissa Johnstone
BA LLB (Hons), Grad Dip Legal Practice
Group Director Legal, Risk and Compliance
Appointed July 2020

More than 25 years' experience advising in relation to legal, risk and compliance matters, including 8 years as the St John of God Health Care General Counsel and Company Secretary

Extensive experience in national and international legal practice, including 5 years as a partner in a commercial law firm



Ms Dani Meinema
Grad Cert Leadership & Catholic Culture, MHSM, BNurs, Nursing (DipApSc), GAICD
Group Director of Nursing and Patient Experience
Appointed January 2019

More than 15 years' senior management and nursing experience

Senior leadership and management roles include Director of Nursing at St John of God Health Care, CEO / Director of Clinical Services, Clinical Services Coordinator and Clinical Nurse Manager at Ramsay Health Care

Masters qualified health professional with specialist skills in perioperative nursing, including management and education



Ms Marcelle Mogg
Dip App Sc (Nursing), B Soc Sc (Pastoral Studies), MBA, GAICD
Group Director Mission Integration
Appointed November 2016

Over 25 years' experience in the professional leadership and management of large-scale health and social service organisations in the Catholic not-for-profit sector

Formerly CEO Catholic Social Services Australia

Previous roles include Acting Director Mission St Vincent's Health Australia, Director Mission St Vincent's Hospital Melbourne and Editor Eureka Street Magazine

Board member Sacred Heart Mission



Mr Bryan Pyne
Bbus, FCA
Chief Operating Officer Hospitals
Appointed August 2018

28 years' experience in finance and health care management including 21 years with St John of God Health Care

Fellow of the Institute of Chartered Accountants

Board member / Chair of Finance, Risk & Audit and Property Committee of MercyCare



Glossary

Accreditation

Independent, periodic evaluation of our Australian hospitals by the Australian Council on Healthcare Standards (ACHS); our New Zealand residential facilities by the New Zealand Ministry of Health; our New Zealand Community, Youth and Child Services by the New Zealand Ministries of Health, Education and Social Development, the Department of Corrections and the Canterbury District Health Board.

Acute care

Treatment of a sudden episode of illness or injury.

Ambulatory care

Care provided on an outpatient basis, including diagnosis, observation, consultation, treatment, intervention, and rehabilitation services.

Arts and health

General term to describe the arts in relation to the impact it has on health and wellbeing.

Australian Commission on Safety and Quality in Health Care (ACSQHC)

The Australian Government agency that leads and coordinates national improvements in safety and quality in health care across Australia.

Australian Council on Healthcare Standards (ACHS)

The agency that inspects and evaluates Australia health care facilities to award accreditation.

Australian Hospital Patient Experience Question Set (AHPEQS)

Nationally approved questions for consistent measurement of patients' experiences in hospitals and day procedure services.

Board

The second tier of St John of God Health Care's bicameral governing structure. Board members are appointed by the Trustees, with members accountable to the Trustees for the organisation's ongoing stewardship and strategic development.

Brothers of St John of God

A congregation of Catholic Brothers who established psychiatric hospitals, residential schools and other care facilities and programmes for intellectually disabled and at risk people in Australia and New Zealand.

Caregiver

A term used to describe the majority of employees at St John of God Health Care.

Catholic Social Teaching

The Catholic doctrines on matters of human dignity and common good in society. Catholic Social Teaching covers all spheres of life – the economic, political, personal and spiritual.

Central Sterile Supply Department (CSSD)

A hospital department that sterilises medical equipment.

CERG: Coronavirus Emergency Response Group

Team of caregivers stood up to manage the COVID-19 pandemic for St John of God Health Care. Chaired by Dr Steve Bolsin, Group Director Medical Services and Clinical Governance

Client

A person receiving a non-clinical service of St John of God Health Care.

Clinical care/clinical services

The health service provided to a patient by a doctor, nurse or other health professional.

Clinical risk management

Improving quality and safety by identifying circumstances that put patients at risk of harm, and acting to prevent or control those risks.

Comprehensive Cancer Centre

A centre incorporating all aspects of care associated with cancer diagnosis and treatment, which enables cancer patients and their families to receive treatment and support in one location.

Coronary Care Unit (CCU)

A hospital unit specially staffed and equipped to treat patients with serious cardiac problems.

COVID-19

A disease caused by a new strain of coronavirus. 'CO' stands for corona, 'VI' for virus, and 'D' for disease. Formerly, this disease was referred to as '2019 novel coronavirus' or '2019-nCoV.'

COVID-19 pandemic

The COVID-19 pandemic, also known as the coronavirus pandemic, is an ongoing pandemic of coronavirus disease 2019 (COVID-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The disease was first identified in December 2019 in Wuhan, China.

Critical/Intensive Care Unit (CCU/ICU)

A hospital unit specially staffed and equipped to treat patients with sudden life-threatening conditions.

Cultural Alignment Strategy

An approach to supporting new caregivers during their integration to St John of God Health Care culture and ethos, and to support existing caregivers to deal with significant change.

Disability Access and Inclusion Plan (DAIP)

A strategic plan to improve the organisation's ability to include and respond to the needs of people with disability whether they are caregivers, patients, clients, volunteers or the general public.

Disability Employment Services (DES)

A Government run agency that assists job seekers with disability, injury or health condition to prepare for, find and keep a job.

Discharge

When an episode of care is completed and a patient leaves hospital.

End-of-life care

Care given to people who are near the end of life and have stopped treatment to cure or control their disease. Includes physical, emotional, and spiritual support for patients and their families.

Enterprise Bargaining Agreement

A legislated process of negotiation that occurs between the employer, employees and their bargaining representatives with the specific goal of creating an enterprise agreement.

Episode/occasion of service

Care provided by a health care facility or service that begins and finishes within a specific period.

Formation

Formal education and activities for caregivers, that aims to grow their understanding of and commitment to the Mission.

Group

The collective of all divisions and services operated by St John of God Health Care.

Governance

The system by which St John of God Health Care is directed and managed. It is the framework within which the health care group works to realise its Vision and fulfil its Mission.

Holistic care

Care that nurtures the physical, intellectual, social and spiritual aspects of wellbeing.

Healthcare at Home

The provision of health care to patients in their home as a substitute for hospital accommodation.

Inpatient

A person admitted to a hospital for treatment, usually requiring at least one overnight stay in an acute bed.

Intern

A student or trainee who may or may not have finished study and who is working to gain experience or satisfy requirements for a qualification.

Lost Time Injury Frequency Rate (LTIFR)

A proxy measurement for safety performance in relation to the number of lost-time injuries within a given accounting period, relative to the total number of hours worked in that period.

Mission

The Mission of St John of God Health Care is the purpose of its being, the reason for its existence. It informs the choices that are made, how these choices are implemented and most of all why certain things are done.

Mission Discernment Framework

The Mission Discernment Framework is used to assist and guide decision makers in their discernment of major, material and significant decisions in light of the St John of God Health Care Mission.

Modern Slavery

Describes situations where coercion, threats or deception are used to exploit people and undermine their dignity and freedom.

Multicentre studies

Research that takes place across more than one location.

National Safety and Quality Health Service Standards (NSQHS Standards)

Ten mandatory national standards, developed by the Australian Commission on Safety and Quality in Health Care, that aim to improve the safety and quality of health service provision. The NSQHS second edition commenced 1 January 2019 and addressed gaps such as mental health, cognitive impairment, health literacy, end of-life care, and Aboriginal and Torres Strait Islander health.

Not-for-profit or non-profit organisation

An organisation not operating for the profit or gain of individual members. Any profits made are returned to the operation of the organisation.

Net Promoter Score (NPS)

A management tool that measures patient experience and predicts business growth.

Outpatient

A person who receives treatment at a hospital but does not spend the night there.

Palliative care

Support for patients and families who are experiencing a potentially life-limiting condition, or an illness that is not responding to curative treatment.

Pastoral care

Person-centred care provided to patients, residents and their families that addresses the spiritual, religious and emotional needs of all people.

Perinatal mental health

Mental health issues arising around the time of birth, generally accepted to cover the period from conception to four years after birth.

Procedure

An activity performed on an individual with the object of improving health, treating disease or injury, or making a diagnosis.

Public Private Partnership (PPP)

A government service or private business venture funded and operated through a partnership of government and private sector company or companies, involving a contract between a public sector authority and a private party or parties.

Reconciliation Action Plan (RAP)

A plan designed to build stronger relationships and enhanced respect between Aboriginal and Torres Strait Islander peoples and other Australians.

Registered Training Organisation

An organisation or training provider registered by Australia Skills Quality Authority (ASQA), or in some cases a state regulator, to deliver vocational education and training services.

Registrar

A doctor training to be a specialist in a particular field of medicine, such as obstetrics or surgery.

Resident Medical Officer

A doctor-in-training who is training and working in general practice in a hospital.

Root cause analysis

A method of problem solving used to identify the root causes of faults or problems.

Same day patient

An inpatient who is admitted and discharged on the same day.

Separation/discharge

The completion of an episode of care.

Service Ethos

The ethos behind our service delivery to patients, clients, caregivers and others with whom we interact, guided by our Mission.

Social justice

A commitment to people who are vulnerable, materially poor, powerless, or marginalised, and a fundamental and non-negotiable part of our ministry.

Social Outreach

St John of God Health Care services that reach out to people experiencing disadvantage, to improve health and wellbeing.

Sisters of St John of God

A congregation of Catholic Sisters, originating in Ireland, who founded St John of God Health Care in Western Australia in 1895.

Specialist Training Program

An Australian Government initiative that helps fund accredited specialist training positions in settings beyond traditional public teaching hospitals.

Stewardship

Effective and sustainable use of resources.

Sustainability

The ability of an organisation to endure long term, particularly in terms of financial, workplace, environmental and community activities.

Telehealth

The delivery of health services via telecommunications technologies, such as videoconferencing and the internet, often for the purpose of supporting long-distance health care, education and health administration.

Transformation

Making fundamental changes to how business is conducted in response to a change in the internal or external environment, with a focus on creating holistic value.

Trustees

The first tier of St John of God Health Care's bicameral governance structure, with overall responsibility for St John of God Health Care.

Voluntary Assisted Dying (VAD)

Defined as the legislated processes which enables the self-administration or medical practitioner administration of a poison or controlled substance for the purpose of causing a person's death.

Workforce planning

Strategies and actions designed to ensure there are sufficient staff to meet current and future demand.



Excellence

Contact us

Head Office

St John of God Health Care

Level 1, 556 Wellington Street,
Perth, WA 6000
Tel: (08) 6116 0000
Fax: (08) 6116 0800
Email: info@sjog.org.au
www.sjog.org.au

National

St John of God Foundation

Level 1, 556 Wellington Street,
Perth, WA 6000
Tel: (08) 6116 0820
FreeCALL: 1800 281 288
Email: foundation@sjog.org.au

St John of God Healthcare at Home

40 Hasler Road Osborne Park, WA 6017
Tel: 1300 475 442
Email: athome@sjog.org.au

Melbourne Offices

Level 9, 436 St Kilda Road
Melbourne, Vic 3004
Tel: (03) 9205 6500
Fax: (03) 9690 0633
Email: info@sjog.org.au

Global Innovation Centre

Ballarat Technology Park
2 Enterprise Grove
Mt Helen, Vic 3350
Email: info@sjog.org.au

Western Australia

Hospitals

St John of God Bunbury Hospital

Corner Robertson Drive & Bussell Highway
Bunbury, WA 6230
PO Box 5007, Bunbury DC 6230
Tel: (08) 9722 1600
Fax: (08) 9722 1650
Email: info.bunbury@sjog.org.au

St John of God Geraldton Hospital

12 Hermitage Street, Geraldton WA 6530
PO Box 132, Geraldton, WA 6530
Tel: (08) 9965 8888
Fax: (08) 9964 2015
Email: info.geraldton@sjog.org.au

St John of God Midland Public and Private Hospitals

1 Clayton Street, Midland WA 6056
PO Box 1254, Midland, WA 6936
Tel: (08) 9462 4000 (public hospital)
Tel: (08) 9462 4500 (private hospital)
Fax: (08) 9462 4050
Email: info.midland@sjog.org.au

St John of God Mt Lawley Hospital

Thirlmere Road,
Mt Lawley WA 6050
Tel: (08) 9370 9222
Fax: (08) 9370 9488
Email: info.mtlawley@sjog.org.au

St John of God Murdoch Hospital

100 Murdoch Drive, Murdoch WA 6150
Tel: (08) 9438 9000
Fax: (08) 9438 9543
Email: info.murdoch@sjog.org.au

St John of God Murdoch

Community Hospice

100 Murdoch Drive, Murdoch, WA 6150
Tel: (08) 9438 9500
Fax: (08) 9366 13679366 1367
Email: info.mch@sjog.org.au

St John of God Subiaco Hospital

12 Salvado Road, Subiaco, WA 6008
PO Box 14, Subiaco, WA 6904
Tel: (08) 9382 6111
Fax: (08) 9381 7180
Email: info.subiaco@sjog.org.au

St John of God Wembley Day Surgery

Level 1/190 Cambridge Street,
Wembley, WA 6014
PO Box 510, Wembley, WA 6913
Tel: (08) 6258 3555
Fax: (08) 6258 3556
Email: info.wembley@sjog.org.au

Social Outreach

Social Outreach Head Office

Level 1, 556 Wellington Street
Perth, WA 6000
Tel: (08) 6116 0000
Fax: (08) 6116 0800
Email: socialoutreach@sjog.org.au

Horizon House

Level 1, 556 Wellington Street
Perth, WA 6000
Tel: (08) 6116 0562
Email: horizonhouse@sjog.org.au

Raphael Services WA

192 Cambridge Street
Wembley, WA 6014
Tel: 1800 292 292
Fax: 1800 696 526
Email: raphael.wa@sjog.org.au

Raphael Services Cockburn

14/11 Wentworth Parade
Success, WA 6164

Raphael Services Midland

Stan and Jean Perron Child Advocacy Centre
1 Watertank Way, Midland, WA 6056

Raphael Services Wanneroo

Level 3, 30 Dundobar Road
Wanneroo WA 6065

Raphael Services Mandurah

2/116 Pinjarra Road
Mandurah WA 6210

Drug and Alcohol Withdrawal Network

176b Cambridge St,
West Leederville, WA 6007
Tel: 08 9388 5000
Fax: 9380 9793
Email: dawn@sjog.org.au

Mental Wellbeing Services WA

14/11 Wentworth Parade
Success WA 6164
Tel: 1800 313 016
Email: mwsenquiries@sjog.org.au

Mental Wellbeing Services Mandurah

2/116 Pinjarra Road
Mandurah WA 6210

Mental Wellbeing Services Midland

Stan and Jean Perron Advocacy Centre
1 Watertank Way
Midland WA 6056

Mental Wellbeing Services Pinjarra

Forrest Medical Centre,
1 McKay Street
Pinjarra WA 6208

South West Community Alcohol and Drugs Services (SWCADS)

109 Beach Road
Bunbury WA 6231
Tel: (08) 9721 9256
Email: admin.swcads@sjog.org.au

Midland Head to Health

23 Old Great Northern Highway,
Midland WA 6056
Tel: 1800 595 212
Email: midlandheadtohealth@sjog.org.au

Victoria

Hospitals

St John of God Ballarat Hospital

101 Drummond Street, North Ballarat Vic 3350
PO Box 20, Ballarat Vic 3353
Tel: (03) 5320 2111
Email: info.ballarat@sjog.org.au

St John of God Bendigo Hospital

Cnr of Lily and Chum Streets
133-145 Lily Street, Bendigo, Vic 3550
PO Box 478, Bendigo, Vic 3552
Tel: (03) 5434 3434
Fax: (03) 5434 3455
Email: info.bendigo@sjog.org.au

St John of God Berwick Hospital

75 Kangan Drive, Berwick, Vic 3806
PO Box 101, Berwick, Vic 3806
Tel: (03) 8784 5000
Fax: (03) 8784 5100
Email: info.berwick@sjog.org.au

St John of God Frankston

Rehabilitation Hospital

255-265 Cranbourne Road
Frankston, Vic 3199
Tel: (03) 9788 3333
Fax: (03) 8790 8747
Email: info.frankstonrehab@sjog.org.au

St John of God Geelong Hospital

80 Myers Street
Geelong, Vic 3220
PO Box 1016, Geelong, Vic 3220
Tel: (03) 5226 8888
Fax: (03) 5221 8807
Email: info.geelong@sjog.org.au

St John of God Langmore Centre

3 Gibb Street,
Berwick, Vic 3806
Tel: (03) 8793 9475
Fax: (03) 8793 9440

St John of God Pinelodge Clinic

Closed August 2022
1480 Heatherton Road
Dandenong, Vic 3175
Tel: (03) 8793 9444
Fax: (03) 8793 9440
Email: info.pinelodgeclinic@sjog.org.au

St John of God Warrnambool Hospital

136 Botanic Road
Warrnambool, VIC 3280
PO Box 316, Warrnambool, Vic 3280
Tel: (03) 5564 0600
Fax: (03) 5564 0699
Email: info.warrnambool@sjog.org.au

Social Outreach

Mental Wellbeing Services Ballarat

105 Webster Street
Ballarat Vic 3350
Tel: (1800 313 016
Fax: (03) 5320 2018
Email: mwsenquiries@sjog.org.au

Mental Wellbeing Services Bendigo

15 MacKenzie Street
Bendigo Vic 3550
Tel: 1800 292 292
Fax: (03) 5441 3423
mwsenquiries@sjog.org.au

Raphael Services Ballarat

105 Webster Street
Ballarat Vic, 3350
Tel: 1800 292 292
Fax: (03) 5331 8455
Email: raphael.ballarat@sjog.org.au

Raphael Services Bendigo

15 MacKenzie Street
Bendigo Vic 3550
Tel: 1800 292 292
Fax: (03) 5441 3423
Email: raphael.bendigo@sjog.org.au

Raphael Services Berwick

57 Fairholme Boulevard
Berwick, Vic, 3806
Tel: 1800 292 292
Fax: (03) 9707 0297
Email: raphael.berwick@sjog.org.au

Raphael Services Geelong

265 Ryrie Street
Geelong Vic 3220
Tel: 1800 292 292
Fax: (03) 5221 9766
Email: raphael.geelong@sjog.org.au

St John of God Accord

108-130 Diamond Creek Road,
Greensborough Vic 3088
Tel: 1300 002 226
www.accorddisability.sjog.org.au

St John of God Marillac

Level 1, 556 Wellington Street, Perth WA 6000
PO Box 5753, St Georges Terrace Perth WA 6831
Tel: 1300 010 200
www.marillac.sjog.org.au

New South Wales

Hospitals

St John of God Burwood Hospital

13 Grantham Street, Burwood, NSW 2134
PO Box 261, Burwood, NSW 1805
Tel: (02) 9715 9200
Fax: (02) 9747 5223
Email: info.burwood@sjog.org.au

Hawkesbury District Health Service

2 Day Street, Windsor, NSW 2756
Locked Mail Bag No. 10, Windsor, NSW 2756
Tel: (02) 4560 5555
Fax: (02) 4560 5563
Email: info.hawkesbury@sjog.org.au

St John of God Richmond Hospital

177 Grose Vale Road
North Richmond, NSW 2754
Locked Bag 2, Richmond, NSW 2753
Tel: (02) 4570 6100
Fax: (02) 4571 1552
Email: info.richmond@sjog.org.au

Social Outreach

Casa Venegas

13 Grantham Street, Burwood, NSW 2134
Tel: (02) 9715 9231
Fax: (02) 9715 9228
Email: casa.venegas@sjog.org.au

Raphael Services NSW

36-38 First Avenue, Blacktown, NSW 2148
Tel: 1800 292 292
Fax: (02) 9672 1318
Email: nsw.raaphael@sjog.org.au

New Zealand

National Office

St John of God Hauora Trust

189 Peterborough Street,
Christchurch 8013
Tel: +64 3 339 1790
Fax: +64 3 338 2008
Email: enquiries.trust@sjog.org.nz

Health and Ability Services, Southern

St John of God Halswell

26 Nash Road, Halswell,
Christchurch 8025
Tel: +64 3 338 2009
Fax: +64 3 338 2008
Email: enquiries.halswell@sjog.org.nz

Health and Ability Services, Northern

St John of God Karori

11 Messines Road, Karori
Wellington 6012
Tel: +64 4 464 2010
Fax: +64 4 476 0962
Email: enquiries.karori@sjog.org.nz

Community, Youth and Child Services, Southern

St John of God Waipuna

349 Woodham Road, Avonside
Christchurch 8061
PO Box 24127, Eastgate, Christchurch 8642
Tel: +64 3 386 2159
Fax: +64 3 386 2159
Email: enquiries.waipuna@sjog.org.nz

Social Outreach

International Health Head Office

Level 9, 436 St Kilda Road
Melbourne, Vic 3004
Tel: (03) 9248 1715
Email: socialoutreach@sjog.org.au

*Patient results should not be faxed to the head office but to the hospital in which the patient is being treated.



ST JOHN OF GOD
Health Care