

ANNUAL REPORT
2019-20



Established in 1895

in Western Australia by the
Sisters of St John of God



Oversaw the administration
of more than

\$28 million,

including partnership funding
to social justice initiatives
reaching out to people
experiencing disadvantage

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



Treated

350,076
overnight and
same day patients

Revenue of more than
\$1.85 billion

The World Health Organisation (WHO) declared 2020 the 'International Year of the Nurse and the Midwife' providing a fitting opportunity to pause and to thank the more than

7,300
nurses and midwives

working at St John of God Health Care

Employed

14,924
caregivers

throughout Australia, New Zealand and the wider Asia-Pacific region

Home nursing services in Victoria and Western Australia delivered

89,215
episodes of care

Australia's

third largest

private hospital operator

25 facilities,

comprising 3,374 beds located in Western Australia, Victoria, New South Wales and New Zealand





Foreword



2020 has challenged us like no other year.

The COVID-19 pandemic swept across the world, changing our lives in ways unimaginable at the start of the year, with disruptions to daily living on a scale not experienced for generations.

As the pandemic unfolded, the world turned to health care workers who have risen to the challenge, putting behind their own fears and concerns to care for others.

It is perhaps coincidental but fitting in this year that St John of God Health Care should have chosen to deepen our focus and understanding of our Value of Compassion.

With the frailty of humanity exposed, compassion becomes a powerful force. Not just fear of an unknown illness, but isolation, restriction of movement and physical distancing have taken their toll. Compassion allows reconnection, inclusion and shows us a way forward.

The entire world has depended on the unselfish commitment and the high standards of professionalism of those who care for the sick and vulnerable, and the Trustees and I are extremely proud of the response of St John of God Health Care to this worldwide crisis.

The commitment to the continued delivery of care and support to patients, clients, residents, and their families has been remarkable and the dedication of caregivers and their management teams has enabled innovation and resilience in responding.

We have sought, and found, a balance between supporting the public system to respond to the virus, caring for people with COVID-19, ensuring the safety of vulnerable members of the community including in our disability, social outreach and other services while keeping our own caregivers safe, and continuing to provide important health care services wherever possible.

It's been a busy and challenging time, all the more remarkable because, to different degrees, everyone has been asked to make sacrifices and change their ways for the greater good of the community. Our caregivers have fought this pandemic on two fronts, professional and personal.

In a message release in May for World Mission Sunday 2020, Pope Francis talked about COVID-19 as an opportunity for mission and service to others, to step out of ourselves and respond to our neighbours, and referred to the Book of Isaiah:

"In all of this, God's question: 'Whom shall I send?' is addressed once more to us and awaits a generous and convincing response: 'Here am I, send me.'"

This has been the response of St John of God Health Care. I'm very proud to present this year's annual report. It reflects more than ever the great compassion of our caregivers to the community, our patients and clients, and each other and the realisation of our Mission.

A handwritten signature in black ink, appearing to read 'E. Skira'.

Eva Skira AM
Chair of Trustees

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.

Vision, Mission and Values

VISION

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

MISSION

To continue the healing mission of Jesus.

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

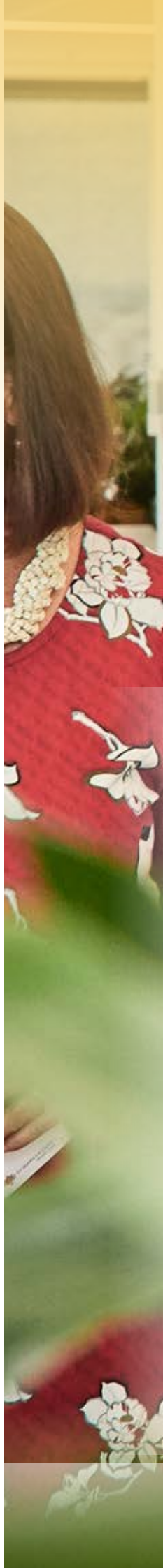
Striving for excellence in the care and services we provide.

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.



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 the Sisters of St John of God, as well as the many others 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 the 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 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 three-year strategy that is our roadmap to meet this challenge and continue our ministry over the next three years.

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

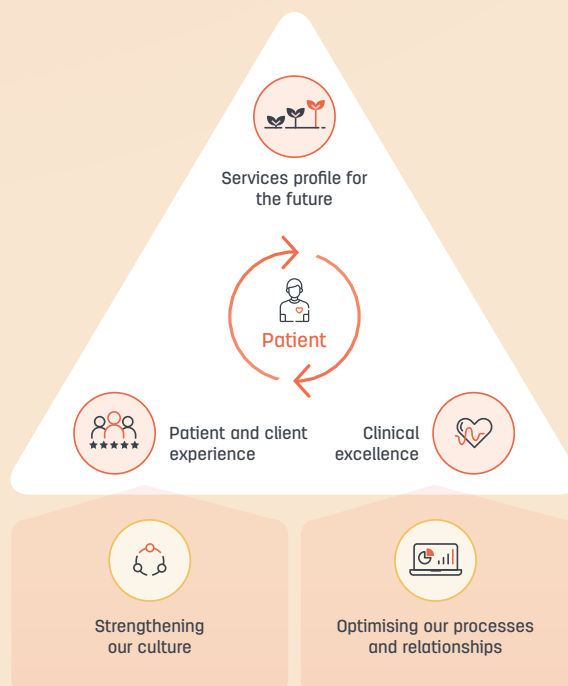
The strategy is guided by *Our Vision and our Mission*, and it builds on the guiding principles established by the Trustees of St John of God Health Care outlined in *Our Vision*.

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.

To be the best performing health care organisation in Australia by 2025





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 high quality safe care and clinical excellence through systemic and targeted plans and initiatives, delivering improved patient care outcomes and 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.

Board Chair report



2019-2020 has been a tumultuous and extraordinary year, due to the emergence of COVID-19 in the second half. The pandemic has adversely impacted lives, livelihoods and economies across the world and the health care sector is at the epicentre.

While COVID-19 has been relatively well contained within Australia, notwithstanding events in Victoria, the effect on our economy, our operations and our caregivers has been substantial.

As a health care provider, our role has been significant in the pandemic and our key responsibility has been to work closely with government and the public sector to provide a whole of health system approach to caring for our community. St John of God Health Care responded rapidly and well to the crisis, demonstrating agility, adaptability and strong leadership, including in supporting the aged care sector in Victoria, which has been heavily impacted by COVID-19.

Like other private health care providers, we were fortunate to be the recipient of government viability payments, cushioning the blow of necessary cuts to elective surgery to ensure readiness of the health care system to outbreaks of COVID-19.

Our hospital activity was down due to the cuts to elective surgery, with our operations in Victoria, which experienced a second wave, the most affected. As expected, our EBITDA is down on previous years, mainly due to the impacts of COVID-19.

Our revenue from public hospital work increased, and while the margins are low, it has long been our stated intention to partner more closely with government to provide public services, which we see as important in realising our Mission to meet community need.

Our own good stewardship, including low debt loads and strong balance sheet position further protected us somewhat from the financial shocks of the pandemic and have allowed us cautiously and prudently to continue the implementation of our strategy.

Decline in private health insurance, an ageing demography and the rising costs of health care remain key challenges to our sector, and we expect these to be amplified by the financial impacts of COVID-19. We respond to these challenges by continuing to focus on our strategy of improving and enhancing the patient experience, ensuring outstanding clinical management and we continue to grow our services to meet community need, in line with our Mission.

Management of our resources will continue to be critical for the foreseeable future and a number of initiatives are in place to increase efficiency and optimise the financial margin of our services to ensure our ongoing sustainability and ability to offer high quality services.

The Board is very pleased with the progress of our strategy in the past year, and despite the need to focus on COVID-19 in the second half of 2019-20 we made significant progress on many initiatives that will benefit our communities and strengthen our ability to provide outstanding person-centred care and support.

Ensuring a safe workplace is a Board priority and has never been more important than in the past year. We were pleased to approve a new iteration of the occupational health and safety (OHS) strategy and have been reassured by the high-quality safety measures to address the COVID-19 risks.

We have a strong commitment to social justice and providing services to those most in need and we were pleased to grow our social outreach and our disability services. St John of God Social Outreach broadened its service delivery by taking on the management of our two drug and alcohol services in Western Australia, and St John of God Accord took on delivery of additional day services for clients with disabilities.

We were also pleased to renew our *Reconciliation Action Plan* (RAP) and to approve the new *Child Safety Strategy*, to better safeguard children in our care.

St John of God Health Care completed a significant portfolio of capital developments in the previous two-year period and we continuously invest in upgrades and enhancements to our existing services to ensure they meet the standards and expectations of modern health consumers. We expect to commence a number of new developments in the 2020-2021 financial year.

Once again, I extend my thanks to our Group CEO Dr Shane Kelly and his management team. Their response to COVID-19 and the leadership of our highly dedicated caregivers throughout this time has been exemplary. I also thank my fellow Board members and our Trustees for their commitment and support during this time and take this opportunity to welcome our new Board member Dr Mark O'Brien.

Finally, of course I extend my most heartfelt thanks and admiration to all our caregivers, doctors, allied health professionals, and volunteers who have responded so courageously and generously to the greatest health care challenge any of us have seen in our lifetime.

A handwritten signature in black ink, reading 'Kerry Sanderson' in a cursive script.

Hon Kerry Sanderson AC CVO

Group CEO report



The past financial year and the advent of the COVID-19 pandemic has profoundly challenged the world and the critical role of the health care system and health care workers has never been more evident or more valued.

As governments have moved to take action, the health care sector has been a critical part of the response.

At St John of God Health Care, we responded early by creating a dedicated Coronavirus Emergency Response Group (CERG) and by reaching out to government to work closely in ensuring a whole of health care approach, and a support to the public health system.

Our early preparations centred on increasing capacity in our critical and intensive care units, keeping patients and caregivers safe, securing personal protective equipment (PPE) and upskilling our workforce to be COVID ready.

We made changes in our hospitals as required, activated a remote workforce, and put in place telehealth capabilities across our Social Outreach and other services.

In Victoria, the COVID-19 crisis has very sadly and substantially impacted residents living in the aged care sector and we played a key role in assisting the Department of Health and Human Services (DHHS), taking in aged care residents, sometimes with only a few hours' notice, undertaking all appropriate steps to accommodate residents' safely.

Our ongoing commitment is to ensure our people and patients are as safe as possible through provision of the right PPE and sound infection control measures and practices.

I am extremely proud of the response of our caregivers including the front line caregivers and specialist doctors who have put aside their own concerns and anxiety to care for COVID-19 patients.

While progress continues on a vaccine and is looking promising, COVID-19 is with us for the foreseeable future and we must continue to meet other important health care needs in our community.

It's a testament to organisational resilience that in spite of the significant uncertainty and challenges of the past year, and the necessary redirection of our resources to ensuring readiness for COVID, we have made good progress on our strategy.

We have built a high-performing patient experience and clinical excellence team, known as PEACE, to deepen our understanding of the patient experience, lead clinical improvements particularly in high volume or high-risk areas, and ensure the highest standards in the delivery of compassionate, person-centred care. This is central to our Mission and our strategy. This team has put in place

significant initiatives as well as leading our response to COVID-19, working closely with our hospitals.

We have made good progress in enhancing key service lines and identifying opportunities to grow and meet community need in the areas of home nursing and ambulatory care, mental health, obstetrics and palliative care. We developed a new disability services strategy so we can continue supporting our communities through the NDIS and finalised our Social Outreach strategy and we look forward to implementing these in the coming year.

Caregiver engagement is critical to successful operations. Our caregivers are dedicated and committed with high standards of professionalism and in 2019-2020, we implemented a range of leadership and formation initiatives to enhance our organisational effectiveness and we improved communication and connection through the introduction of a new intranet and a new social media app for mobile caregivers.

Technology continues to play an increasing role in enabling health care and we continue to invest in this space, implementing a large number of technology projects, including the implementation of a new electronic rostering, time and attendance system in three of our hospitals with the rest to follow.

In challenging times, financial stewardship remains of great importance and we undertook a support services review, including a restructure of our operating model, to ensure our ongoing sustainability in the face of the continuing challenges facing the private health care sector and the uncertain economic outlook.

While the financial outlook remains uncertain with multiple challenges for private health care providers, in many ways there has never been a more rewarding time to work in health care.

As always, I thank our Board and Trustees for their support, guidance and wise counsel. I also thank our leadership team, the members of ExCom and OpCom who guide our organisation. A special thank you to outgoing Group Director Workforce Rita Maguire, who retired earlier this year and a warm welcome to incoming Group Director Workforce Carla Bonev.

Finally, my deepest thanks to our caregivers, specialist doctors, allied health professionals and all those who have risen so admirably to the challenge presented to us by COVID-19. You have my continuing and unwavering support and gratitude.

Dr Shane Kelly

Compassionate Care and COVID-19

St John of God Health Care has been managing its response to the coronavirus (COVID-19) pandemic since January 2020 and at the forefront of this response has been a compassionate team of people committed to providing excellence in care to patients and clients, and each other.

The management of the COVID-19 pandemic at St John of God Health Care has always been in line with our Mission and Values, ensuring our ethic of care continues to inform all aspects of our health care, community services, decision making and response to the challenges the community faces.

There has been exceptional cooperation and collaboration within St John of God Health Care, with State and Federal Governments, and with our colleagues in other health care groups. This combined effort has enabled us to be ready to double our ICU capacity by sourcing extra equipment, planning for repurposing units and upskilling caregivers.

Examples of some of the early achievements include implementing and operating a caregiver hotline, the procurement, testing and implementation of safe PPE during a time of global shortage, and communicating effectively and consistently across all hospitals and services to foster a spirit of trust, support and unity.

Our expert knowledge of infection control has been an integral part of the COVID-19 emergency response. Consistent and reliable clinical education regarding infection control was developed and delivered, with excellent outcomes for patient and caregiver safety.

As a health care provider, St John of God Health Care has had a significant role in managing this pandemic. St John of God Midland Public and Private Hospital caregivers cared for critically ill COVID-19 patients very early in the pandemic and our organisation was required to adapt swiftly to the changing landscape. Some examples of this include:

- Created and stood up the Coronavirus Emergency Response Group (CERG) to manage the pandemic for St John of God Health Care. Chaired by Dr Steve Bolsin, Group Director Medical Services and Clinical Governance.
- Created and stood up contact tracing team to assist the Department of Health and Human Services and to minimise community transmission.
- Created and stood up COVID-19 Command Centre to manage the second wave in Victoria.
- Ensured patients and clients had access to celebration of the Mass broadcast through hospital televisions, and encouraged alternative arrangements for patients to receive the sacrament of Anointing of the Sick if approaching end of life.
- Rolled out telehealth across hospitals, community mental health services and pastoral care to reduce foot traffic while maintaining patient care plans.
 - 18,832 (15,519 via telephone and 3,313 via video call) service events for all hospital sites;
 - 6,508 telehealth sessions provided by Raphael Services, community mental health and alcohol and other drug services.



- Redesigned our model of Pastoral Care to ensure continued support for our patients and their families.
- Established and staffed COVID-19 testing clinics at St John of God Midland Private and Public and Hawkesbury hospitals, and offered St John of God Langmore Centre to Monash Health as a respiratory and fever clinic.
- Provided additional support and guidance to researchers and St John of God Health Care participating sites, anticipating and managing the impact of the COVID-19 pandemic for all genres of research.
- Prepared our WA facilities for recovery and the new normal, with ongoing precautions in place.
- Ceased non-elective surgery in readiness for a surge in COVID-19 patients across the Australian health system.
- Facilitated work from home arrangements where it was possible.
- Introduced online training and education classes for patients.
- Trained and upskilled caregivers to ensure we could staff a double capacity ICU ward.
- Identified wards in our hospitals that could adapt to accommodate critical care patients.
- Procured and stockpiled three months' supply of PPE to ensure we could protect our patients, clients and caregivers from harm.

Our response thus far has kept safety as our highest priority, with our exceptional infection prevention and control processes coming to the fore and our resilience, adaptability and capability gives reason for optimism as we move forward in this uncertain environment.

Caregivers stand up to be counted

Throughout our management of the pandemic we have encountered change and uncertainty. One thing that has remained constant is the excellence and outstanding bravery of our caregivers.

From clinical management and operational planning, through to solving equipment and supply issues, and managing and upskilling less experienced, less confident caregivers, our caregivers put aside their own anxieties and fears, and also calmed those of others.

In a world where an increased ICU capacity may become the normal – if not through the impacts of this virus, but another severe disease in the future – what we were able to deliver and plan for will continue to be invaluable. New models of training and education for different models of care were piloted and introduced, and this work identified caregivers wishing to employ enhanced skills, which will also prove valuable in a world prone to COVID-19 and similar diseases.

They have all been exceptionally brave, flexible and, above all else, compassionate throughout.

Below: Caregivers at St John of God Midland Public and Private Hospitals adhere to physical distancing requirements while welcoming visitors to the hospital. Left: St John of God Berwick Hospital caregivers wrote their names on their faceshields to ensure COVID-19 positive patients knew who was caring for them.





Strategic update

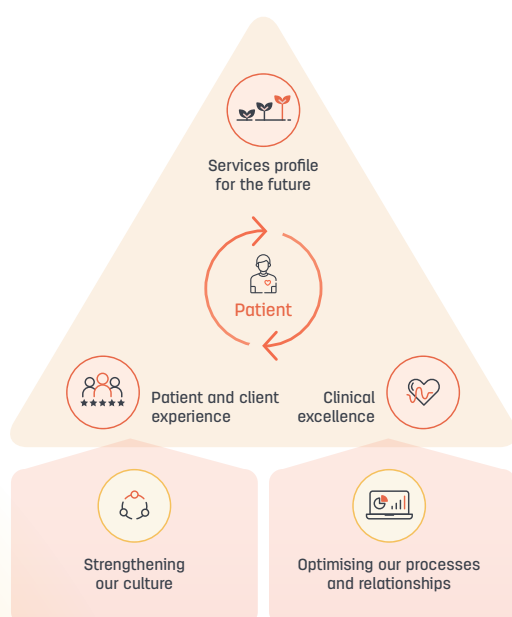
St John of God Health Care has a three-year strategy horizon and a broader strategic intent to *be the best performing health care organisation in Australia by 2025*.

This update summarises progress in the first year of the St John of God Health Care Strategy 2020-22. It reports against a number of focus areas, which are mapped against our strategic themes and enablers.

Hospital, services and business-as-usual (BAU) planning capture additional important initiatives.

In spite of the significant resourcing and financial impact of COVID-19 we have made very good progress in the first year of our strategy.

To be the best performing health care organisation in Australia by 2025



Patient experience

FOCUS	PROGRESS
Patient centric approach in all we do	<ul style="list-style-type: none">Designed a standardised person-centred admission process for hospitals including a market review and closed tender process for a technology solutionCommenced rollout of the 3Cs program (baseline program for person-centred care focusing on Connection, Compassion and Communication)Implemented practice of sharing lessons in patient experience, monitoring results and driving improvements through operational teams with outstanding resultsCombined patient experience and clinical engagement with all hospital sites to identify excellence, opportunities for improvement and system-wide learning
Strong and consistent brand promise met every time	<ul style="list-style-type: none">Continued to grow thought leadership and opinion shaping activity through proactive media relations and content marketing with continued focus on promotion of services and corporate activity.

2020-21 FOCUS:

- Engage with consumers to support the obstetrics strategy
- Continue rollout of the 3Cs program
- Develop an organisation wide consumer engagement framework
- Ongoing development of the use and application of the suite of patient feedback mechanisms with a shift in organisational maturity from process to analysis and systematised learning opportunities

Clinical excellence

FOCUS	PROGRESS
Strengthen patient safety foundations	<ul style="list-style-type: none"> • Rolled out K2 Infant Guardian at all sites offering obstetric services to help improve fetal monitoring • Rolled out electronic credentialing of specialists at all sites • Established a trend-based clinical KPI dashboard • Commenced registry engagement providing peer-reviewed comparative site data for analysis and review • Commenced embedding specialty guideline and clinical standards adherence measures • Established clinical priorities project (falls, medication management, cognitive impairment and team time out) with hospitals to address the key needs to enhance excellent care identified by individual sites
Excellence in clinical safety foundations	<ul style="list-style-type: none"> • Convened an Obstetrics Steering Committee, a Mental Health Working Party and a Rehabilitation Services Advisory Committee to provide strategy and governance leadership for each specialty • Completed a review of S4 & S8 medication management to ensure jurisdictional regulatory compliance • Undertook Attestation Review as required for continued organisational accreditation with the ACSQHC
Supporting excellence in clinical practice	<ul style="list-style-type: none"> • Commenced rollout of upgraded electronic risk management platform, Riskman 3 • Commenced Nuggets of Excellence program to highlight good practice and share excellence in clinical management across our hospitals • Commissioned an organisational research review to inform the St John of God research strategy • Rolled out telehealth to deliver outpatient, allied health, support coordination and community based services across many areas in response to COVID-19 • Managed organisational response to COVID-19 pandemic

2020-21 FOCUS:

- Continue the rollout of Riskman 3 (paused May–July, due to COVID-19)
- Upgrade Riskman in St John of God Accord to meet NDIS requirements
- Deepen and extend academic links to existing and new specialties
- Enhance e-credentialing capability to include immunisations
- Continue to increase guideline adherence
- Continue to grow participation in clinical registries and enhance specialist doctor involvement
- Extend value of KPI dashboards to include educational and supportive links

Services profile for the future

FOCUS	PROGRESS
Growth of ambulatory and home based services	<ul style="list-style-type: none"> • Established ambulatory and home based services as a stand-alone service, restructured and rebranded with name change from Health Choices to Healthcare at Home • Launched a broad range of initiatives with St John of God Health Care hospitals and external agencies to expand services and meet community need
Maximise the positive impact of our hospital portfolio with greater integration of care across the continuum	<ul style="list-style-type: none"> • Undertook full review of all St John of God Health Care mental health hospital services and developed mental health strategy • Developed obstetrics strategy • Completed palliative care strategy and initiated pilot programs
Broaden our revenue	<ul style="list-style-type: none"> • Enhanced engagement with health fund providers and partnered with them to launch new initiatives for the private market • Progressed partnerships with government funders in hospital and community based services, including growth in federal funding for mental health and enhanced state contracts for social outreach and hospitals.
Community services opportunities	<ul style="list-style-type: none"> • Finalised disability strategy and commenced implementation of initiatives, including investment in technology-driven 'smart' homes, upgrades to accommodation and identification of new opportunity areas • Focused on effectiveness and resilience of social outreach services, to enable continuation of services to meet community need • Finalised St John of God Social Outreach strategy

2020-21 FOCUS:

- Continue implementation of obstetrics, mental health and ambulatory and home based strategies
- Commence implementation of St John of God Social Outreach strategy
- Continue palliative care strategy implementation and pilots
- Develop rehabilitation strategy
- Develop telehealth strategy
- Develop strategy for offering services to uninsured patients and developing alternative payment options
- Implement disability housing initiatives

Optimising our processes and relationships

OBJECTIVES	PROGRESS
Procurement and supply strategy	<ul style="list-style-type: none"> Undertook significant external discovery to determine best practice to implement
Partnership opportunities identified and secured	<ul style="list-style-type: none"> Progressed upgrade to Find a Doctor tool to support specialists and promoted to consumers through digital marketing campaign Developed and expanded GP Hub website to a national platform to showcase GP education Partnered with health funds and government funders on a range of activities
Clear accountabilities and governance structures	<ul style="list-style-type: none"> Undertook support services review and implemented recommendations including restructure of operating model, realised cost efficiencies and established service level and operating level agreements Implemented comprehensive first line and second line revenue assurance framework Commenced a significant project to review and rationalise policies and move to user-friendly digital platform for improved compliance
Sustainable IT capacity and capability	<ul style="list-style-type: none"> Restructured Group Digital and Technology (D&T) team for greater efficiency and service provision Implemented phase one of significant cost savings through procurement negotiations Strengthened cyber security by completing all six planned phase one projects Implemented and supported a large number of technology projects Completed the implementation of rostering, time and attendance (RTA) in the first three hospital sites Successfully transitioned 3,000 caregivers to full remote work capability to support our COVID-19 response Supported implementation of telehealth solution

2020-21 FOCUS:

- Develop a St John of God Health Care digital strategy
- Commence procurement and supply project
- Complete RTA in Victoria, Subiaco, Murdoch and Midland

Strengthening our culture

OBJECTIVES	PROGRESS
Leading for Mission	<ul style="list-style-type: none"> Developed Mission strategy and commenced implementation Engaged Australian Catholic University to assist in identifying impact evaluation Integrated Values and Mission-aligned practices into recruitment processes and tools, aligned leadership development and formation programs and incorporated Mission approach into all programs and commenced scoping to ensure alignment of workforce practices with Mission and Values Implemented best practice guidelines for leaders and leadership development programs to continue to build on the effectiveness of leaders to deliver strategy in line with our Mission and Values Refreshed the Learning and Development plan to enable clinical excellence and the ongoing evolution of the patient experience Developed a Child Safety Strategy as a key step to better safeguarding children in our facilities Designed a new iteration of the occupational health and safety (OHS) strategy which is essential in ensuring that our caregivers go home safe and well at the end of each day. Reviewed and redesigned Ethics Committee Developed St John of God Health Care response to Voluntary Assisted Dying (VAD) legislation Renewed Reconciliation Action Plan (RAP) to strengthen our relationships with Aboriginal and Torres Strait Islander stakeholders in the communities in which we serve
High performing teams program	<ul style="list-style-type: none"> Implemented best practice guidelines for leaders to use every day to model our Values and desired behaviours Employ multidisciplinary guideline adherence work to drive and acknowledge high performing clinical teams
Caregiver engagement	<ul style="list-style-type: none"> Delivered 2019 caregiver engagement survey, disseminated results, developed/facilitated access to learning resources, facilitated action planning to resolve issues identified

2020-21 FOCUS:

- Ongoing support for the development of our leaders in line with our strategy, Mission and Values, with a strong focus on our middle management and front-line leaders
- Broadening our measure of culture as a step towards strengthening our desired culture
- Focus on ethics including bioethics and corporate practice
- Develop and deliver response to VAD in WA
- Trial stronger evaluative measures for organisational culture and integration of Mission and Values
- Identify stronger evaluation measures for culture and compassion

Excellence in care

St John of God Health Care's ministry is expressed through the provision of safe, high quality and compassionate care.

We have a dedicated *Patient Experience and Clinical Excellence team* (PEACE) working in close partnership with medical and nursing caregivers in our hospitals and services to help us achieve our goal to become the best health care provider in Australia by 2025.

A positive patient and family experience of an episode of health care has been shown to be inextricably interwoven with safe, high quality care, delivered by a skilled and supported workforce. St John of God Health Care consistently receives 'very good' and 'excellent' feedback in the standardised experience measurement tools (AHPEQs and YES) as well as high NPS scores across multiple domains of care. Dedication to learning from feedback mechanisms is indicative of the St John of God Health Care ethos for service improvement for our patients, their families and caregivers.

Our hospitals consistently demonstrated exceptional performance beyond what is required by the National Safety and Quality Health Service (NSQHS) standards and are accredited by the Australian Council on Healthcare Standards.

In 2019-20, our social outreach services were accredited for the first time against the voluntary QIC Health and Community Service Standards.

We continually review aspects of care and quality in all our hospitals and services, and in the past financial year we developed and commenced implementation of an innovative plan comprising five pillars of clinical governance.

Identification of excellence is partly achieved through the analysis of specialist clinical registries and St John of God Health Care is the first hospital group to approach the registries to provide customised information on the clinical outcomes of all our sites.

We are developing supportive assessments of specialty and team-based outcomes to boost the performance of similar specialties in other hospitals and services. The exemplar sites will be used as Nuggets of Excellence to advise and support other units to achieve the same level of practice.

Achieved a score of

4.88 out of a possible 5

for patient feedback on overall treatment and quality of care

and

4.22 out of 5

for patient experience of care in our mental health services.

Developed

five pillars of clinical governance

to ensure high standards of clinical excellence and patient safety.



Completed an organisation-wide deployment of

fetal monitoring unit K2 Infant Guardian

to help reduce infant deaths or harm.

Commenced an organisation-wide rollout of a

person-centred care program

called the 3Cs, focusing on connection, compassion and communication.

In 2019-20, we approved

161 research studies

and completed 56, sharing the findings in

**45 publications and
189 presentations.**

Commenced program to

**showcase
clinical
excellence**

and share exemplary practice.



Rolled out telehealth to all hospitals and health services including Social Outreach services and Accord, providing more than

16,000 telehealth appointments.

Telehealth services include clinical care provided by telephone or videoconference and can be provided to inpatients or non-inpatients.

Achieved an overarching, organisational

NPS score of 72.

Similarly, St John of God Health Care is researching clinical specialty and practice based guidelines for supporting best practice and embedding optimal outcomes for our patients. This includes developing new approaches to assessing compliance with these guidelines and assists all our hospitals and services to provide their own assurance regarding the implementation of guideline directed care.

Routine KPIs are continuously monitored and in 2019-20, we revised and improved a dashboard for use by CEOs, clinicians and quality and risk managers to identify improved or deteriorated performance, improving patient safety. Sites are developing plans with their medical caregivers for individual dashboard displays.

Ethical, high quality research is integral to improving health outcomes and evolving care to meet the complex and diverse health care requirements of our community. In 2019-2020, we developed a new strategy to enhance research in our hospitals and services.

A skilled and sustainable medical workforce is foundational to our health care system. St John of God Health Care provides high standards of training and education opportunities to doctors, nurses, medical students and clinicians, including training positions within our hospitals and services.

St John of God Health Care represents Catholic Healthcare Australia (CHA) on the Medical Workforce Reform Committee and is actively advocating for more trainees to practise within private hospitals in Australia.

Pastoral care is part of the fabric of Catholic health care and a fundamental dimension of mission and ministry in the Catholic tradition. We assist patients and their families, to adapt to their situation by providing emotional and spiritual support, guidance, encouragement, advocacy, and appropriate meaningful ritual, through individual encounters and/or pastoral groups, focusing on those areas of life that bring hope, meaning and purpose. The value of this service was particularly evident during the COVID-19 pandemic.

In 2019-20:

- Developed five pillars of clinical governance to ensure high standards of clinical excellence and patient safety.
- Completed an organisation-wide deployment of fetal monitoring unit K2 Infant Guardian to help reduce infant deaths or harm.
- Implemented an obstetric guideline for decreased fetal movements after 26 weeks aimed at reducing fetal deaths in utero during late pregnancy.
- Commenced an organisation-wide rollout of a person-centred care program called the 3Cs, focusing on connection, compassion and communication.
- Designed a new person-centred admission process for hospitals to provide simpler, more streamlined and more compassionate process for new patients.
- Commenced a program to showcase clinical excellence and share exemplary practice.
- Achieved a score of 4.88 out of a possible 5 for patient feedback on overall treatment and quality of care and 4.22 out of 5 for patient experience of care in our mental health services.
- Achieved an overarching, organisational NPS score of 72.
- Convened Obstetrics Steering Committee, Mental Health Working Party and Rehab Services Advisory Committees to further improve patient safety and experience.
- Rolled out telehealth to all hospitals and health services including Social Outreach services and Accord, providing more than 16,000 appointments. Telehealth services include clinical care provided by telephone or videoconference and can be provided to inpatients or non-inpatients.
- In 2019-20, we approved 161 research studies and completed 56, sharing the findings in 45 publications and 189 presentations.

Our people

Each and every day, as they serve the patients and clients in our care, our people bring our Mission to life. They ensure that the Mission and Values of St John of God Health Care form the backbone of our health system.

People from all beliefs are invited to be part of our caring ministry. We are an inclusive organisation and recognise the contribution of all our people for their skill, expertise, experience and innovative thinking.

This contribution came to the fore this year in particular, and it is quite apt that the World Health Organisation (WHO) declared 2020 the 'International Year of the Nurse and the Midwife'. Our nurses and midwives provide the highest standard of frontline care and are a constant source of comfort and reassurance to all those who come to us for care and support, and while we are always appreciative of the roles they play, this year provided us with the opportunity to pause and to thank them for the outstanding contribution they make in our communities.

A snapshot of our workforce reveals that 50.5 per cent are professional nurses and midwives, 81 per cent are female and 58.7 per cent work part-time, with a further 22 per cent being casual employees. This mix is consistent with our desire to provide a range of flexible employment options to attract the best people to our organisation.

The employment of people with disability is a growing feature of the organisation's recruitment and selection process and a critical component of our Disability Inclusion and Action Plan.

Through our revised Reconciliation Action Plan, we continue to create more opportunities to welcome Aboriginal and Torres Strait Islander people as caregivers at St John of God Health Care.

We employed

14,924 caregivers

throughout Australia,
New Zealand and the wider
Asia-Pacific region.

Just over 50%

of all our employees are
nurses or midwives.



**4,460
specialist
doctors**

are accredited to
treat patients at
our hospitals.

Our formation programs help to embed
an understanding of our Mission and

**80% of all caregivers
completed formation
focusing on our value
of Compassion.**

Caregivers undertook this formation
online and in person in the care setting.

Caregivers by headcount

HOSPITAL/SERVICE	NSW	VIC	WA	EAST TIMOR	NEW ZEALAND	GRAND TOTAL
Healthcare at Home		70	52			122
Ballarat		916				916
Bendigo		658				658
Berwick		857				857
Bunbury			610			610
Burwood	224					224
Frankston		224				224
Geelong		1,197				1,197
Geraldton			174			174
Group Services - Administration	2	153	439			594
Hawkesbury	645					645
Langmore Centre		2				2
Midland			2,398			2,398
Mt Lawley			635			635
Murdoch			1,908			1,908
New Zealand					318	318
Pinelodge		167				167
Richmond	170					170
StJG Accord		575				575
Social Outreach	25	84	132	22		263
St John of God Foundation		2	5			7
Subiaco			2,083			2,083
Warrnambool		177				177
GRAND TOTAL	1,066	5,082	8,436	22	318	14,924

537 senior leaders

at St John of God Health Care completed

7,524 hours of formation

up to the end of March 2020 when we had to pause due to COVID-19 and limits on gatherings of people.

We employ

75 Aboriginal and Torres Strait Islander caregivers

in a variety of roles across the organisation.

Developing, encouraging and enabling our people to be the best they can be in their roles is absolutely integral to providing exceptional service and care to our patients.

We support the professional and personal lives of our caregivers through remuneration and non-financial benefits. Benefits in addition to career and educational opportunities include employee assistance programs, subsidised wellness programs and salary packaging opportunities.

We demonstrate leadership in safety in the workplace through a multi-faceted occupational health and safety strategy that includes prevention, early reporting and intervention and investigation into causal factors.

A connected and coordinated learning and development function enables our people to respond to emerging industry trends, community needs and organisational management.



In 2019-20:

- We employed 14,924 caregivers throughout Australia, New Zealand and the wider Asia-Pacific region.
- Just over 50 per cent of all our employees are nurses or midwives.
- 4,460 specialist doctors are accredited to treat patients at our hospitals.
- Our formation programs help to embed an understanding of our Mission and 80 per cent of all caregivers completed formation focusing on our value of Compassion. Caregivers undertook this formation online and in person in the care setting.
- 537 senior leaders at St John of God Health Care completed 7,524 hours of formation up to the end of March 2020 when we had to pause due to COVID-19 and limits on gatherings of people.
- We employ 75 Aboriginal and Torres Strait Islander caregivers in a variety of roles across the organisation.
- We received 316 applications from people with a disability who were registered with a disability employment service and currently employ 42 caregivers with a disability.
- We launched a child safety strategy to ensure the safety and wellbeing of all children in our care.

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who were registered with a disability employment service and

currently employ 42 caregivers with a disability.

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to ensure the safety and wellbeing of all children in our care.

Social responsibility

At St John of God Health Care, we remain committed to strengthening relationships and partnerships with our communities and responding to the call of the Gospel to provide hope and dignity to those we serve.

By pursuing a deeper partnership with community groups in our local communities we can continue to deliver on our commitment to deliver the highest quality of health care.

We strongly believe in our community responsibility and seek to relieve disadvantage and hardship. We are motivated to identify and respond where there is unmet social justice need.

Our social justice agenda includes addressing inequity faced by people with disability via our Disability Action and Inclusion Plan including; securing employment within our organisation and providing a supported, sustainable and rewarding work experience.

Our Reconciliation Action Plan helps create employment opportunities for Aboriginal and Torres Strait Islander People and address gaps in health service provision and cultural integration in our hospitals and health facilities around Australia.

Provided

**41,608 nights
of stable
accommodation**

to clients through our Horizon House
and Casa Venegas services

Enabled our caregivers
to donate

**\$48,352 to
charities**

via our Workplace
Giving Program.



Achieved a downward trend in energy use

per bed day and square metre as a result of a range of initiatives.

Contributed \$650,000

to a range of community initiatives and organisations we partner with that have similar aspirations and strategic goals.

1,262 volunteers

worked with us to ensure our patients and visitors were as comfortable as possible in our care



We also contribute to supporting individuals and families released from immigration detention centres through our agreement with the Refugee Settlement Program coordinated by Catholic Care Melbourne. The program equips newly arrived refugee and humanitarian entrants with the necessary social and life skills for integrating into the Australian community.

Our Arts and Health programs have become a significant way to enhance patient experience and promote health and wellbeing across St John of God Health Care and the broader community.

To preserve our rich-history in the many communities in which we have served, we have established a St John of God Health Care Heritage Collection. This focuses on the health care and Catholic heritage of the organisation.

Social outreach

Over the past year, more than \$26 million was spent delivering social outreach services that are free, or at a minimal cost, supporting vulnerable communities across Western Australia, Victoria and New South Wales, as well as in Timor-Leste.

Community responsibility

We have a strong commitment to our community responsibility role of seeking to relieve disadvantage and hardship. We are motivated to identify and respond where there is unmet social justice need.

This includes support for community meals programs, educational support, providing meeting places for community groups, donations to emergency funds for humanitarian assistance and financial support for agencies supporting disadvantaged people.

Patient concessions

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

Caregivers facing hardships

We provide support for our caregivers during periods of personal crisis. Our Caregiver Hardship Policy allows us to offer many forms of support, including practical responses such as financial support or additional leave.

Our Arts and Health programs

have become a significant way to enhance patient experience and promote health and wellbeing across St John of God Health Care and the broader community.



In 2019-20:

- Provided 41,608 nights of stable accommodation to clients through our Horizon House and Casa Venegas services.
- Continued the work of recording our history, developing the Heritage Collection and involving caregivers and the community in celebrating our stories and milestones.
- Enabled our caregivers to donate \$48,352 to charities via our Workplace Giving Program.
- Completed installation of solar PV system consisting of 310 panels at St John of God Geelong Hospital.
- Put in place at all sites a building management artificial intelligence/machine learning system that optimises energy consumption and automates fault detection of mechanical services infrastructure.
- Achieved a downward trend in energy use per bed day and square metre as a result of a range of initiatives.
- 1,262 volunteers worked with us to ensure our patients and visitors were as comfortable as possible in our care.
- Contributed \$650,000 to a range of community initiatives and organisations we partner with that have similar aspirations and strategic goals.
- Research showed that we achieved statistically significant improvements in rehabilitation patients' mental wellbeing, significant reductions in self-reported harm, and significant positive effects on Parkinson's patients' moods and voice production as a result of our singing and songwriting programs.
- Continued to participate and contribute to Male Champions of Change through the participation of our Group CEO Dr Shane Kelly as part of our ongoing commitment to creating an inclusive and diverse workplace.

Social justice initiatives

	TOTAL FUNDS ADMINISTERED			SJGHC CONTRIBUTION		
	2017/18	2018/19	2019/20	2017/18	2018/19	2019/20
Social Outreach	23,063,656	23,935,386	26,992,196	18,715,084	20,066,974	18,952,225
Community Responsibility	1,087,133	739,315	638,010	1,052,999	739,315	638,010
Patient Concessions	516,585	364,976	488,994	516,585	364,976	488,994
Caregivers Facing Hardship	86,665	177,268	109,620	86,665	177,268	109,620
	24,754,039	25,216,945	28,228,821	20,371,332	21,348,533	20,188,850

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
 - St John of God Subiaco Hospital
 - St John of God Wembley Day Surgery
- Social Outreach:
 - Drug and Alcohol Withdrawal Network
 - Horizon Houses
 - Community Mental Health Services
 - Raphael Services
- St John of God Foundation
- St John of God Healthcare at Home
- St John of God Carine Specialist Centre

2. BUNBURY

- St John of God Bunbury Hospital
- St John of God Busselton Day 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
- Hospitals:
 - St John of God Berwick Hospital, including Specialist Centre
 - St John of God Frankston Rehabilitation Hospital
 - St John of God Pinelodge Clinic
- St John of God Healthcare at Home
- Social Outreach:
 - Raphael Services Berwick

6. BALLARAT

- St John of God Ballarat Hospital
- Social Outreach:
 - Community Mental Health Services
 - Raphael Services Ballarat
- St John of God Healthcare at Home

7. BENDIGO

- St John of God Bendigo Hospital
- Social Outreach:
 - Horizon Houses
 - Raphael Services Bendigo
- St John of God Healthcare at Home

8. GEELONG

- St John of God Geelong Hospital, including Specialist Centre
- Social Outreach:
 - Horizon Houses
 - Raphael Services Geelong
- St John of God Healthcare at Home

9. WARRNAMBOOL

- St John of God Warrnambool Hospital
- Social Outreach:
 - Horizon House
 - Community Mental Health Services



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:
 - Granada Neurological Rehabilitation Centre of Excellence
 - St John of God Addington
 - St John of God Halswell
 - St John of God Selwyn

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:
 - Nursing Development Program
 - Health Managers Program
 - Quality Program

St John of God Accord

Established: 1953

Locations: 50 sites in Melbourne's northern, eastern, western and southern suburbs.

Chief Executive Officer: Ms Lisa Evans

Caregivers: 575

Services: Professional and innovative services specialising in supporting people with intellectual disability, promoting choice, personal development and life experiences.

Highlights

- Reviewed our value proposition as part of the development of the 2020-22 disability strategy, including development of a new tagline, "We're there for you".
- Took over operational responsibility for the delivery of disability day programs previously provided by Melbourne City Mission, with an additional 35 clients.
- Undertook a range of workforce initiatives programs to foster a positive culture and enable the new strategy. These included increased leadership communication; implementation of technology solutions to improve access to systems and engagement; hospitality events; and the delivery of Living with Honour formation to increase the understanding of the role of disability in delivering our Mission.
- Increased community engagement through a range of initiatives, including online family forums and events in partnership with St John of God Health Care hospitals, such as Food for Soul with St John of God Berwick Hospital.
- Developed and expanded a range of services including the launch of Accord Plus, an after-hours program targeting clients in a range of age segments; online group music therapy; and providing support coordination, allied health therapy service via telehealth, while experiencing an increase in clients of approximately 30 per cent during COVID-19.

Looking ahead

- Commence construction of 10 new housing developments on five parcels of land using innovative smart home technology (project commenced but delayed due to COVID-19).
- Continue to scope and grow our Community Campus models in the north-west region of Melbourne.
- Undertake capital works to refurbish and refresh existing accommodation homes, following a successful Federal Government Grant.



St John of God Ballarat Hospital

Established: 1915

Locations: 101 Drummond Street North, Ballarat, Victoria.

Chief Executive Officer: Mr Alex Demidov

Medical Advisory Chair: Dr Lydia Johns Putra

Caregivers: 916

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 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 promoter score as at 30 June: 75.2

Highlights

- Opened the new 11-bed Short Stay Unit in August 2019 to improve access to quality emergency care in the Ballarat community.
- Participated in the establishment of Ballarat Innovation and Research Centre for Healthcare (BIRCH) – a collaboration between St John of God Ballarat, Ballarat Health Services and six universities to provide focal points for research that will be translated to health care practice in the region.
- Implemented new restaurant-style menu with more choices and improved quality and presentation, while also enabling the hospital to ensure better allergy controls as well as improved cost savings by simplifying the supply chain.
- Facilitated successful exchanges of Tongan health practitioners as part of the Tongan Twinning Program, including a visit from the Tongan Chief Medical officer to build governance skills for his role.
- Piloted and introduced an electronic rostering, time and attendance platform, which incorporates both rostering excellence and caregiver login via a biometric finger touch.

Looking ahead

- Complete full feasibility study for a proposed Brownfields hospital expansion with up to 30 new beds, a proposed four new operating theatres and ten bed critical care unit.
- Work with St John of God Healthcare at Home on a pilot to deliver palliative care in the home.
- Expand cancer services in Anam Cara, St John of God Ballarat Hospital's day chemotherapy unit.



St John of God Bendigo Hospital

Established: 1965

Locations: 133-145 Lily Street, Bendigo, Victoria.

Chief Executive Officer: Michelle Stares

Medical Advisory Chair: Dr Joris Mekal

Caregivers: 658

Beds: 167

Theatres and procedure rooms: 7

Accredited doctors: 185

Doctors directly employed: 28

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

Net promoter score as at 30 June: 81.3

Highlights

- Implemented multiple strategies aimed at reducing surgical infections, including orthopaedic care bundle.
- Implemented public-private liaison nurses to assist with transferring private patients to St John of God Bendigo Hospital from Bendigo Health.
- Supported St John of God Ballarat Hospital in donating a quantity of unused medical goods and equipment to their Social Outreach Tonga Twinning Program. Surplus beds, mattresses, trolleys, baby cots and medical equipment were sourced and delivered to Tonga.
- Rolled out scanned medical records.
- Ran a successful pilot for Dogs Connect, a caregiver mental health and wellbeing program aimed at reducing stress.
- Continued to partner with Weenthunga Health Network, supporting better outcomes for Aboriginal health.

Year ahead:

- Commence redevelopment of Central Sterile Services Department (CSSD) to support the hospital's surgical service.
- Rollout electronic discharge summaries to provide more timely information to GPs.
- Rollout an electronic rostering time and attendance platform to replace existing rostering and timesheet processes with streamlined digital solution.
- Implement permanent Dogs Connect program for ongoing caregiver support.



St John of God Berwick Hospital

Established: 1910

Locations: 75 Kangan Drive, Berwick.

Chief Executive Officer: Ms Lisa Norman

Medical Advisory Chair: Dr Mark Tarrant

Caregivers: 857

Beds: 202

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

Accredited doctors: 713

Doctors directly employed: 4

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, expanded Mako robotic capability, Davinci XI Robot.

Net promoter score as at 30 June: 83.2

- Acquired da Vinci XI robotic surgery system, designed to reduce post-operative pain and enhance recovery time for patients.
- Achieved accreditation against the NSQHS Standards in 2019 without any recommendation for change or improvement, and achieved the DIAS accreditation for Catheter Lab in January 2020.
- Successfully implemented an electronic rostering time and attendance platform.
- Celebrated 110 years of providing health care to the Berwick Community and provided a broad range of important community support initiatives. These included:
 - The provision of life-changing charitable hospital and rehabilitation care to a seven year old young Vietnamese boy with club feet and hip dysplasia who was operated on by surgeon Prof Ton Tran pro bono; and
 - A caregiver-led initiative to donate more than 500 slabs/12,000 bottles of water to the CFA for distribution in bushfire affected communities during Victoria's bushfire crisis.
- Came together with St John of God Frankston Rehabilitation Hospital, St John of God Pinelodge Clinic and St John of God Langmore Centre under a single management structure headed by CEO Lisa Norman to create efficiencies and improve delivery of care to the south-east Melbourne region through the synergy of acute and subacute services.



Highlights

- Introduced new restaurant-style menu for hospital patients with more choices and improved quality and presentation, while also enabling the hospital to ensure better allergy controls as well as improved cost savings by simplifying the supply chain.
- Launched *Joy* a lower cost maternity care package which bundles almost all costs into a fee much lower than traditional private maternity care.

Year ahead

- Complete the fit out and open the St John of God Langmore Centre.
- Undertake feasibility study for upcoming Stage 4 of St John of God Berwick Hospital development.
- Continuously maintain and improve systems and processes against the NSQHS Standards.
- Enhance monitoring and reporting frameworks, including internal and external data collection, analysis and reporting.

St John of God Bunbury Hospital

Established: 1927

Location: Robertson Drive and Bussell Hwy, Bunbury

Chief Executive Officer: Mr Jeffrey Williams

Medical Advisory Chair: Dr Peter Bairstow

Caregivers: 610

Beds: 145

Theatres and procedure rooms: five theatres and one 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: 73.8

Highlights

- Achieved accreditation against the NSQHS Standards (second edition) with no recommendations for change or improvement.
- Purchased new equipment, financed by the St John of God Foundation's Care Closer to Home program, to support new techniques in breast surgery, urology and interventional cardiology.
- Made a number of important appointments strengthening our medical leadership capability. This included the appointment of Dr Keith Allenby, an experienced obstetrician and gynaecologist and previous Medical Co-Director at King Edward Memorial Hospital, as Director of Medical Services and new Heads of Department for Palliative Care, Anaesthetics and Cardiology.
- Organised the Great South West Bed Race in October 2019 raising more than \$27,000 toward purchasing important simulation equipment for our clinical caregivers.
- Continued working closely with Bunbury Public Hospital to deliver high quality services to the south-west.

Year ahead

- Continue to work closely with Bunbury Hospital on the overall campus redevelopment plan.
- Develop a shared medical workforce model with Bunbury Hospital to help support delivery of coordinated care.
- Work with St John of God Healthcare at Home to support implementation of their home services in our community.
- Embed revised quality and safety processes using the St John of God Health Care Patient Experience and Clinical Excellence (PEACE) framework.



St John of God Frankston Rehabilitation Hospital

Established: 2004

Location: 255-265 Cranbourne Road, Frankston

Chief Executive Officer: Ms Lisa Norman

Medical Advisory Chair: Dr Geoffrey Abbott

Caregivers: 224

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, injury or illness.

Net Promoter Score as at 30 June: 76.4

Highlights

- Commenced Tyromotion™ Robotic therapies in December 2019 to hasten the recovery of stroke patients and maintain function in people with Parkinson's disease. St John of God Frankston Rehabilitation Hospital is the first hospital in Victoria to offer these therapies and technology.
- Expanded outpatient services to Stephenson's House, Gibb Street, in February 2020, to provide outpatient rehabilitation to Berwick and the surrounding community. This service dovetails with the existing inpatient rehabilitation services at St John of God Berwick Hospital.
- Joined St John of God Berwick Hospital, St John of God Pinelodge Clinic and St John of God Langmore Centre under a single management structure headed by CEO Lisa Norman to create efficiencies and improve delivery of care to the south-east Melbourne region through the synergy of acute and subacute services.

Year ahead

- Address the rehabilitation needs of the community and explore the expansion of our services where there is unmet need for palliative care and aged mental health services.
- Build on existing relationships with public and private health care providers in the geographical area to address the rehabilitation needs of the community.
- Increase specialisation within neurological/stroke services.



St John of God Geelong Hospital

Established: 1905

Location: 80 Myers Street, Geelong

Chief Executive Officer: Mr Stephen Roberts

Medical Advisory Chair: Dr Peter Callan

Caregivers: 1,197

Beds: 284

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

Accredited doctors: 461

Doctors directly employed: 63

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

Net promoter score as at 30 June: 80.2

Highlights

- Commenced \$10 million redevelopment of the Central Sterile Services Department (CSSD) to support the hospital's growing surgical service, with completion expected in March 2021. Once completed St John of God Geelong Hospital will exceed the requirements of the Australian Standard AS/NZS 4187:2014 *Reprocessing of reusable medical devices in health service*.
- Successfully implemented an electronic rostering time and attendance platform to more than 1,000 caregivers.
- Achieved outstanding patient feedback regarding our Emergency Department and in February expanded the opening hours to offer a 24 hour service.
- Completed 1,000th surgery using the da Vinci surgical system, leading the way in minimally invasive and robotic surgery.
- Invested in a number of new service enhancements to further improve patient experience including a new cook fresh patient menu.
- Successfully implemented *Bundle*, a low-gap private maternity program, in conjunction with supportive obstetricians.

Year ahead

- Complete preparation for the Australian Council of Healthcare Standards accreditation survey.
- Introduce room service for maternity where patients can order from a restaurant quality menu at times they choose.
- Complete redevelopment and commission CSSD.
- Progress feasibility planning for new and upgraded facilities for patients including birthing suites, an expansion of private room offering and day oncology centre.
- Undertake a number of projects that focus on our people and our patients including the 3Cs care program integrated into our Formation strategy that will have a particular focus on the delivery of person centred care and its alignment to our Mission and Values.



St John of God Geraldton Hospital

Established: 1935

Locations: 12 Hermitage Street, Geraldton

Chief Executive Officer: Mr Scott Daczko

Medical Advisory Chair: Dr Aman Singh

Caregivers: 174

Beds: 60

Theatres and procedure rooms: two operating theatres and one minor procedure room

Accredited doctors: 123

Doctors directly employed: 3

Services: level 2 special care nursery, general surgical/medical unit, inpatient palliative care and day chemotherapy, ophthalmic, orthopaedics, ear, nose and throat, oral and maxillofacial surgery, dental, urology, gynaecology, podiatric surgery, and endoscopies.

Net promoter score as at 30 June: 81.3

Highlights

- Signed a new public contract with WA Country Health Service (WACHS) in January 2020. Contract is for minimum activity across a broad range of clinical services, primarily palliative care, ophthalmology, orthopaedics, maintenance care and maternity. There is provision and scope for further public service development in urology, ENT and other sub-specialties as required to service the community.
- Achieved full three year accreditation under the new NSQHS Standards.
- Took over operation of all midwest public maternity and special care nursery services from Geraldton Hospital in response to COVID-19 capacity planning.
- Implemented Call and Respond Early (CARE) program and Recognition of Acute Mental Health deterioration – Escalation of care for family and relatives in the inpatient clinical setting.

Year ahead

- Change function of minor procedure room and increase chemotherapy chairs LARU.
- Improve operating theatre utilisation through patient mapping and increased utilisation of minor procedure room for endoscopies.
- Increase on-site medical cover – Resident Medical Officer rotation St John of God Midland Public and Private Hospitals program 2021.
- Complete critical compliance capital works for electrical and fire safety.
- Progress hospital co-location discussions.
- Implement colonoscopy clinical care standards with Endobase or similar system.



NEW ZEALAND

St John of God Hauora Trust

Established: 2008

Locations: New Zealand

Chief Executive Officer: Mr Steve Berry

Caregivers: 318

Services: residential rehabilitation and therapy services for people living with physical and neurological disabilities through our Health and Ability Services Division (St John of God Halswell, St John of God Karori, St John of God Addington, St John of God Selwyn, St John of God Clouston Park and the Granada Centre for Neurological Rehabilitation). Our Community, Youth and Child Services Division supports vulnerable young people, young parents, young offenders and youth at risk with a range of wrap-around social services focused on achieving personal growth and development. This service delivers social work support, individual and group mental health and wellbeing counselling services, pregnancy and parenting education as well as Adventure Therapy and an early childhood centre, Little Owls Preschool.

Highlights

- Completed seismic strengthening and reconfiguration work at St John of God Karori, adding four new residential and respite rooms.
- Made continuous improvements in medication event trend reducing the average monthly incident rate from 8 to 1.
- Consolidated Community, Youth and Child Services operations following significant growth in the Department of Corrections partnership and implemented Mana Ake Mental Health in Schools program.
- Successfully managed organisation-wide effort in response to the 2020 COVID-19 outbreak requiring the closure of the St John of God Waipuna facility and lockdown of all Health and Ability Services facilities.

Year ahead

- Build Health and Ability Services Northern Region to fill capacity following the St John of God Karori refurbishment program and vacancies at its Community Home in Upper Hutt.
- Evaluate options to increase residential and respite care capacity in Health and Ability Services Southern.
- Plan for increased community need in Community, Youth and Child Services in response to the cessation of the Wage Subsidy scheme and future COVID-19 threats.
- Secure philanthropic funding to ensure sustainability of key Community, Youth and Child Services programs.



Hawkesbury District Health Service

Established: 1996

Locations: 2 Day Street, Windsor

Chief Executive Officer: Mr Strephon Billingham

Medical Advisory Chair: Dr Thomas Aczel

Caregivers: 645

Beds: 131

Theatres and procedure rooms: three operating theatres and one 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 after-hours GP services, community health.

Net promoter score as at 30 June: 62.3

Highlights

- Progressed discussions with the Nepean Blue Mountains Local Health District (NBMLHD) regarding renewal of the Services Agreement including development of strategic intent relating to expansion of service offerings and structural enhancements to the facility.
- Formalised business development capability and appointed a business development manager with a key focus on private patient services, particularly maternity services.
- Reviewed and updated our business continuity plan (BCP) to ensure the hospital's continuity in care if faced with adversity.
- Restructured senior positions across the organisation and made permanent appointments, renewing enthusiasm and sense of direction to meet the challenges ahead.
- Engaged with 77 Visiting Medical Officers (VMO) to renew contracts for the next three years.
- Addressed opportunities in chronic disease management, through a number of initiatives including the Chronic Airways Limitation Management (CALM) program for chronic obstructive pulmonary disease and a chronic pain management program. We have also revitalised our cardiac program to meet the needs of our wider community, and broadened our palliative care services to support end of life care in the region.

Year ahead

- Maintain business operations and financial sustainability through the COVID-19 pandemic.
- Progress Services Agreement with NBMLHD/NSW Health for public patient services.
- Improve the patient journey and experience with a renewed focus on emergency treatment.
- Improve the private patient experience in the private patient ward and maternity services.
- Develop a five-year capital plan identifying key replacements for discussion with the NBMLHD in relation to funding options and submission of funding applications.



St John of God Healthcare at Home

Established: 2009

Locations: Murdoch, Subiaco, Mt Lawley, Midland, Mandurah, Bunbury, Ballarat, Bendigo, Geelong, Berwick and Melbourne (St Kilda Road)

Chief Executive Officer: Ms Robyn Sutherland

Caregivers: 122

Services: Home care services that include Hospital in the Home for admitted patients outside of the hospital, Home Nursing for patients discharged, and Community Care that includes community nursing and personal care.

Net promoter score as at 30 June 2020: 80

Highlights

- Established home and ambulatory services as a stand-alone service, with a successful rebrand and name change from St John of God Health Choices to St John of God Healthcare at Home. The rebrand included a new logo, marketing materials and online identity.
- Moved our primary Melbourne base to Berwick and formally established a Service Delivery Centre, which partners closely with St John of God Berwick Hospital to provide patients in south-east Melbourne with integrated holistic patient care and services in the home.
- Opened new rapidly growing Service Delivery Centre in Bunbury in March 2020. Caregivers visit patients recovering from surgery, with services extending to patients living in Bunbury and surrounding regions of South-West WA.
- Launched a preventable readmissions project at St John of God Murdoch Hospital in February 2020 to pilot a program to identify patients at risk of readmission and to assist in managing these patients before symptoms escalate to a point where they are required to return to hospital.
- Transitioned remaining St John of God Health Care-owned vehicles into lease agreement with Custom Fleet.

Year ahead

- Expand service profile and launch initiatives to provide patients with extra support at home to improve their health outcomes, including infusions and chemotherapy, palliative services and rehabilitation.
- Complete organisational restructure of Perth Service Delivery Centre, including the appointment of specialty clinical leadership roles to support the development of new services including oncology, maternity and wound care.
- Undertake planning for ambulatory clinic nurse-led services.
- Integrate telehealth into current services to add a safe, efficient care option for patients cared for in the comfort of their homes to complement in-home visits.



New South Wales Mental Health



St John of God Richmond Hospital

Established: 1952

Locations: 177 Grose Vale Road, North Richmond NSW.

Chief Executive Officer: Mr Colman O'Driscoll

Medical Advisory Chair: Dr Jeffrey Bertucen

Caregivers: 170

Beds: 88

Theatres and procedure rooms: electroconvulsive therapy (ECT) and transcranial magnetic stimulation (TMS) suites

Accredited doctors: 31

Doctors directly employed: 6

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

Net promoter score as at 30 June: 43.3

Average YES survey results as at 30 June (score out of 5) for questions 25 and 26:

The effect the service had on your overall well-being: 3.93

Overall how would you rate your experience of care over the past three months: 4.10

St John of God Burwood Hospital

Established: 1958

Location: 13 Grantham Street, Burwood NSW.

Chief Executive Officer: Mr Colman O'Driscoll

Medical Advisory Chair: Professor Marie-Paule Austin

Caregivers: 224

Beds: 95

Theatre and procedures rooms: electroconvulsive therapy (ECT) and transcranial magnetic stimulation (TMS) suites

Accredited doctors: 45

Doctors directly employed: 6

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, post traumatic stress disorder and trauma, community care nurse, ECT and TMS services.

Net promoter score as at 30 June: 58.4

Average YES survey results as at 30 June (score out of 5) for questions 25 and 26:

The effect the service had on your overall well-being: 4.12

Overall how would you rate your experience of care over the past three months: 4.33

Highlights

- Developed a new mental health strategy, spanning all services provided by St John of God Health Care with a focus on alternative funding models, models of care, operating models and technology.
- Achieved accreditation with the Australian Council on Healthcare Standards with no recommendations.
- Implemented strategies to enhance the consumer experience through participation of consumers and carers in focus groups, the Consumer Partnership Advisory Committee, workshops, help-seeking-behaviour interviews and surveys.
- Successfully tendered for the provision of a government funded veterans' assessment and engagement program in western Sydney for 12 months.
- Kept our caregivers, clients and hospitals safe during NSW bushfire and flood emergencies and the COVID-19 pandemic.

Year ahead

- Develop initiatives under the mental health strategy, including continuum of care services for trauma recovery services, perinatal infant mental health, core and custom designed workplace mental health programs for industries with increased levels of exposure to traumatic situations (first responders, transport workers and community workers), older person's mental health assessment and youth and adolescent mental health services.
- Continue the redevelopment plan and process for St John of God Richmond Hospital campus.
- Continue to develop and focus on partnering with people with lived experience of mental illness and their carers to design relevant services and improve the client experience.
- Focus on the development of a peer worker framework and strategy to diversify and complement our workforce.

St John of God Midland Public and Private Hospitals

Established: 2015

Location: 1 Clayton St, Midland

Chief Executive Officer: Mr Michael Hogan

Medical Advisory Committee Chair: Amanda Boudville

Caregivers: 2,398

Beds: 367

Theatres and procedure rooms: nine theatres and three procedure rooms

Accredited doctors: 262

Doctors directly employed: 170

Services:

Public: Aboriginal health, adult rehabilitation, aged care, allied health, cancer care, cardiology, critical care, emergency services, general medical and sub-specialties, general surgery and sub-specialties, gynaecology, hydrotherapy, maternity, medical and surgical specialties, mental health, neonatology, orthopaedics, outpatients, paediatrics, pathology, pharmacy, plastic surgery, radiology, rehabilitation and stroke care and urology.

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

Net promoter score as at 30 June: 55.7

- Established a Mental Health Community and Carer Advisory Committee to allow mental health consumers and carers to provide feedback into the planning, design, delivery, monitoring and evaluation of our mental health services.
- Received first cohort of medical students from the newly-opened Curtin University Midland Campus to start their placements at our hospital.
- Commenced a 12-month pilot program that aims to provide clinically appropriate information as well as culturally appropriate tailored information packages directly to patients' electronic devices to assist them in managing their health care. Utilising Healthily's GoShare application and funded by the Australian Digital Health Agency, the pilot is being trialled on Emergency Department, Mental Health Unit, Maternity Unit and Moort Boordjari Mia patients.
- Successfully achieved accreditation for another three years against the NSQHS Standards and National Mental Health Standards in November 2019.
- In January 2020, St John of God Midland Public and Private Hospitals become the first hospital within St John of God Health Care to directly employ interns and first non-tertiary hospital in WA to be appointed a Primary Employing Health Service.

Year ahead

- Progressing a proposal to extend the hospital to create more capacity and services to help meet future growth in the local community.
- Begin construction on a Mental Health Emergency Centre being built adjacent to the Emergency Department, to provide timely care for patients with mental health, drug, alcohol and other behavioural-related issues requiring treatment. Funding has been provided by the State and Commonwealth Governments.
- Upgrade our digital record information system to enhance its capability and usability.
- Deliver the final phase of a program to seamlessly interface our clinical information systems with WA Health.
- Implement St John of God Health Care's 3Cs program for person-centred care focusing on Connection, Compassion and Communication.

Highlights

- Became the first facility in Western Australia to offer a Tyromotion™ robot and full suite of computer assisted devices, including three-dimensional virtual reality technology, to assist patients with regaining movement to their upper limbs following a stroke.
- Received four-year funding from the East Metropolitan Health Service for our Hospital Avoidance Response Team (HART), following a successful trial. The HART was developed to reduce the number of patients at risk of readmission to hospital and support them with self-management of their diseases and health issues.

St John of God Mt Lawley Hospital

Established: 1937

Locations: Thirlmere Road, Mt Lawley

Chief Executive Officer: Mr Paul Dyer

Medical Advisory Chair: Dr Paul McRae

Caregivers: 635

Beds: 205

Theatres and procedure rooms: seven operating theatres, three procedure rooms

Accredited doctors: 495

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: 71.8

Highlights

- Implemented St John of God Health Care's 3Cs program for person-centred care focusing on Connection, Compassion and Communication. Awarded Most Improved Patient Experience across St John of God Health Care in February 2020.
- Successfully accredited by ACHS under both the revised National Standards and the Mental Health Standards.
- Achieved second largest improvement in annual caregiver engagement across St John of God Health Care.
- Introduced Rostering Excellence Program.
- Significantly reduced Lost Time Injury Frequency Rate (LTIFR) from 8.2 in July 2019 to 2.9 in June 2020 (target is 6.0).
- Implemented eDischarge across our public contract services, facilitating the ability to upload to My Health Record and eNotification, facilitating automated notification of a person's hospital admission to their General Practitioner.
- Formalised agreement with Curtin University to become a hospital provider of medical student training.

Year ahead

- Continue refurbishment of inpatient accommodation areas.
- Rollout new a la carte, restaurant-style menu with more choices and improved quality and presentation, with room service catering model.
- Reconfigure allied health workforce to improve patient outcomes.
- Expand and diversify private rehabilitation services.
- Introduce formal program to enhance our safety culture.



St John of God Murdoch Hospital

Established: 1994

Locations: Barry Marshall Parade, Murdoch WA 6150

Chief Executive Officer: Mr Ben Edwards

Medical Advisory Chair: Professor Peter Bremner

Caregivers: 1,908

Beds: 523

Theatres and procedure rooms: 18 operating theatres, five endoscopic procedure rooms, two angiography procedure rooms

Accredited doctors: 784

Doctors directly employed: 84

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: 74.2

- Rolled out *Thrive*, an organisational development program with a major increase in reach to more than 700 caregivers who attended key programs such as *Leading an Empowered Organisation* and *See Me As A Person* programs.
- Opened Armadale consulting rooms in October 2019, supporting south-east and Perth Hills regions. Seven specialists consult at the suite across ophthalmology, orthopaedics, haematology and ENT.
- Expanded robotic surgery, adding both the da Vinci XI and MAKO surgical robots to the existing Navio to provide a comprehensive suite of robotic surgery options.
- Re-launched the 24-hour on-call orthopaedic trauma service.

Year ahead

- Commence ground works for the development of a \$17 million onsite radiation oncology facility, a partnership between St John of God Murdoch Hospital, GenesisCare and Centuria Healthcare. The facility will be the first private radiation oncology facility in southern metropolitan region and will link to patients at the hospital via a linking bridge.
- Commence \$4.8 million refurbishment of St John of God Murdoch Hospice, including all patient rooms and common areas, funded by generous members of the community through the Hospice gift fund.
- Complete refurbishment of the 'Surgicentre' two-theatre day surgery facility and fully integrate with main hospital operations to provide a seamless and consistent patient experience.
- Continue to expand the *Thrive* program with refreshers of existing modules and introduction of new initiatives such as shared governance pilots directly empowering frontline caregivers to develop solutions and quality improvement initiatives.
- Complete planning and commence construction of a 48 bed mental health facility on the campus which will be the first of its kind south of the river providing specialist private mental health services to both a youth and adolescent population as well as adults with mild and moderate conditions.



Highlights

- Launched room service catering model following successful nine month trial in maternity ward, allowing patients to order meals and snacks from a restaurant style menu at a time that suits them.
- Acquired the Murdoch Surgicentre (located in our hospital campus), comprising two operating theatres with a full suite of support services in May 2020. Provides a range of day procedures including orthopaedic, ophthalmic, dental and plastic surgery.

St John of God Pinelodge Clinic

Established: 1980

Locations: 1480 Heatherton Road, Dandenong

Chief Executive Officer: Mrs Linda Allen

Medical Advisory Chair: Associate Professor
Brendan Murphy

Caregivers: 167

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: 50.2

Average YES survey results as at 30 June (score out of 5) for questions 25 and 26:

The effect the service had on your overall well-being: 3.87

Overall how would you rate your experience of care over the past three months: 4.17

Highlights

- St John of God Health Care Board approved \$18.2M for the redevelopment of the St John of God Langmore Centre to provide mental health services in South East Melbourne.
- St John of God Berwick, St John of God Frankston, St John of God Langmore Centre and St John of God Pinelodge Clinic formed St John of God South East Melbourne Hospitals with a single HMC Structure to create efficiencies and improve delivery of care to the south east Melbourne region through the synergy of acute and subacute services.
- Commenced \$2.4M Environmental Safety Project. The project involves the removal of ligature points and the refurbishment of the patient bedrooms and bathrooms to a contemporary standard.
- Amber Atkinson OH&S Manager recognised for excellence in Occupational Health and Safety being awarded the Tony Howarth Award for Solution Identified as an OHS issue for implementation of a program to reduce verbal aggression towards caregivers in the workplace.
- Collaboration with Bunjilwarra Youth Koori Alcohol and Drug Healing Service.
- Development of an evidence based inpatient and day patient program for methamphetamine addiction.
- Implementation of telehealth services to support Day Program patients during the pandemic.

Year ahead

- Collaborate with Phoenix Australia and The Police Association in the delivery of evidence based treatment as part of The Blue Hub.
- Development of new day programs to meet community needs.
- Develop service, workforce and clinical models of care in preparation of the move of Mental Health Services to St John of God Langmore Centre.
- Achieve accreditation under National Safety and Quality Health Service Standards.
- Recruit psychiatrists in preparation for move to St John of God Langmore Centre.
- St John of God Health Care Scanned Health Record implementation.
- St John of God Health Care Common Menu implementation.



St John of God Social Outreach

Established: 2002

Locations: 44 locations in Western Australia, New South Wales, Victoria, Timor-Leste and Papua New Guinea

Chief Executive Officer: Ms Susan Cantwell

Caregivers: 263

Services: perinatal and infant mental health services (Raphael Services), youth and adult accommodation and support services (Horizon House and Casa Venegas), community mental health services, alcohol and other drug services and international health capacity-building programs in Timor-Leste and Papua New Guinea.

Highlights

- St John of God Social Outreach services accredited for the first time against the QIC Health and Community Service Standards.
- Delivered mental health and accommodation services to 5,500 people in areas of unmet need and provided 41,608 nights of stable accommodation to clients through our Horizon House and Casa Venegas services.
- Implemented client experience survey for Raphael Services and our community mental health services – with implementation for all other services (excluding International Health) to take place in 2020-21.
- Introduced two alcohol and other drug services – Drug and Alcohol Withdrawal Network (DAWN) and South West Community Alcohol and Drug Service (SWCADS) - to Social Outreach, broadening our service delivery in WA.
- Facilitated a 34 per cent improvement in patient safety metrics at Timor-Leste's national hospital.

Year ahead

- Embed a client-centred and partnership approach to the design, delivery and evaluation of our services, processes and technology. This will be demonstrated in our NPS scores.
- Build on best practice service models to improve client care, outcomes and drive a culture of excellence.
- Engage with strategic partners to respond to opportunities using agile and robust strategic discernment and implementation processes. This will enable us to enhance and build our partnerships with others in order to grow our existing programs and expand our reach to new clients and areas of need.
- Identify and respond to current and emerging need through appropriate funding sources. Growth in funding streams will support the ongoing sustainability of our services.
- Implement technology solutions to optimise efficiencies supporting our desire to increase the number of clients supported per day and accommodation occupancy rates.



St John of God Subiaco Hospital

Established: 1898

Locations: 12 Salvado Road, Subiaco

Chief Executive Officer: Professor Shirley Bowen

Medical Advisory Chair: Dr Donald Ormonde

Caregivers: 2,083

Beds: 552

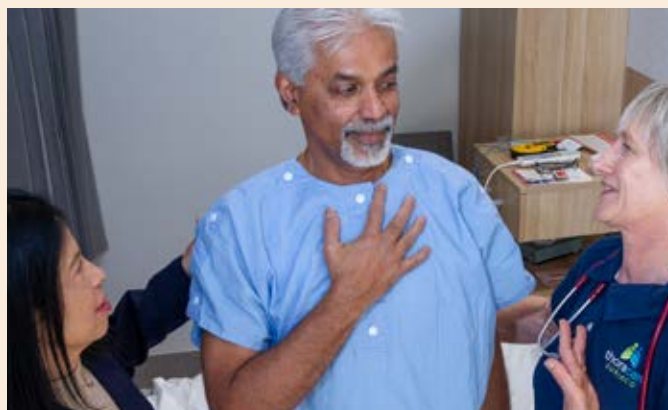
Theatres and procedure rooms: 17 main theatres, one labour ward theatre, two cardiac and vascular intervention laboratories, short stay unit with three theatres and one procedure room, endoscopy suite with four procedure rooms and minor procedure unit with two minor procedure rooms. Wembley Day Surgery has three theatres.

Accredited doctors: 873

Doctors directly employed: 57

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: 73.5



- St John of God Subiaco Hospital's cardiac team performed the 100th TAVI procedure at the hospital. TAVI is a minimally invasive surgery which enables elderly patients with aortic stenosis, a narrowing of the aortic valve, to avoid traditional open heart surgery and benefit from a quicker recovery and less discomfort.
- Completed the refurbishment of the hospital's North Wing and Bendat Family Comprehensive Cancer Centre to create a refreshed, contemporary environment and further enhance the patient experience.
- Researchers and clinicians were involved in 54 clinical trials across a wide variety of specialty areas and published 167 peer-reviewed medical papers. 41 trials were specific to oncology, firmly cementing the hospital's position as a world leader in cancer research.

Highlights

- Became the first private hospital in Australia to introduce a rapid radiation treatment for breast cancer, called Intraoperative Radiation Therapy (IORT). Suitable for select women with early breast cancer, IORT reduces treatment time from up to four weeks of daily radiation to a single, targeted treatment that is administered during the surgical removal of breast cancer.
- Became the first facility in Australia, and South East Asia, to install two Mako orthopaedic robotic-arm systems in its theatres, to meet growing demand for robotic surgery. The Mako robotic arm is used by orthopaedic surgeons to perform personalised total hip, total knee and partial knee replacements. The first and second Mako Systems were installed in 2015 and 2019 respectively.

Year ahead

- Implement St John of God Health Care's 3Cs program for person-centred care focusing on Connection, Compassion and Communication.
- Progress plans for a major redevelopment and refurbishment of the hospital to deliver new and upgraded facilities for patients and specialists.
- Continue expansion of services and care through significant investment in the adoption of innovative services and technologies, and the recruitment of new medical specialists across a wide range of specialty areas.
- Implement a comprehensive COVID-19 plan and prevention strategy led by CEO and Infectious Diseases Specialist Prof Shirley Bowen to protect the health and safety of the hospital community including patients, caregivers and specialists.

St John of God Warrnambool Hospital

Established: 1939

Locations: 136 Botanic Road, Warrnambool

Chief Executive Officer: Ms Leanne McPherson
(Acting)

Medical Advisory Chair: Dr Bridget Clancy

Caregivers: 177

Beds: 74

Theatres and procedure rooms: three 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, rehabilitation, sleep studies and outpatient services.

Net promoter score as at 30 June: 84.0

Highlights

- Completed works in the Central Sterile Services Department (CSSD) with installation of Reverse Osmosis water system and new sterilising units.
- NPS score consistently higher than 83.
- External audit of occupational health and safety (OHS) with no recommendations.
- Accredited second ENT surgeon as part of goal to expand services.
- Strengthened relationship with South West Healthcare through joint liaison committee meetings.
- Successfully implemented an electronic rostering time and attendance platform.

Year ahead

- Undertake major refurbishment of CSSD.
- Create internal committee to raise cultural awareness of Aboriginal and Torres Strait Islander peoples within the hospital.
- Complete refurbishment of Endoscopy Suite.
- Achieve a successful organisation-wide accreditation in June 2021.





St John of God Foundation

St John of God Foundation is the fundraising and philanthropic arm of St John of God Health Care that, through the generous support of the community, is committed to advancing discoveries in leading medical research and innovations in medical technology, helping to improve lives and create hope, both today and into the future.

Under the leadership of CEO Bianca Pietralla, the Foundation raises funds to support the development of new patient therapies, fund innovative technology and personalised treatment options, as well as advancing discoveries in medicine to better diagnose, treat, and cure disease through excellence in research.

Generous donations and ongoing support from our community and partners make a significant difference to health outcomes of patients, and are often life-changing.

Each story of impact – from innovative cancer treatment, to advanced cardiac imaging for regional patients, to breakthroughs in medical research – has only been made possible thanks to the generosity and compassion of our supporters.

In 2020, as our communities along with the rest of the world faced uncertain and unpredictable times, the Foundation was overwhelmed by the commitment shown by our donors.

2019-20 at a glance

- Received more than \$1.62 million in donations.
- Welcomed new Foundation Board Chair, Mr Tony Howarth AO, highly respected Australian businessman and former St John of God Health Care Board Chair, in October 2019.
- Celebrated our 25-year anniversary and the raising of more than \$40 million to help the community, since being established by the Sisters of St John of God in 1994.

- Launched the Precision Health campaign to raise vital funds for our hospitals to enhance personalised patient care through innovative medical technology and equipment.
- Enabled the first-ever Intraoperative Radiation Therapy (IORT) treatment at a private hospital in Australia, made possible through philanthropic support.
- Supported the purchase of 3D and 4D cardiac imaging equipment at St John of God Bunbury Hospital to support advanced cardiac care close to home for regional patients.
- Provided continued support for important research projects being carried out by St John of God Health Care, including the Bendat Respiratory Research and Development Fund.

Looking ahead

The COVID-19 pandemic has placed demands on health care across Australia in ways no one could have anticipated.

The Foundation has coordinated our response to these needs in consultation with St John of God Health Care, recognising that while our frontline caregivers continue to provide the very best care to people impacted by the pandemic now, we cannot lose sight of our longer term purpose – transforming the future of health care for humanity.

In the coming year, the Foundation will continue to concentrate its efforts to supporting leading medical research and personalised patient treatment, in areas of high demand and unmet need.

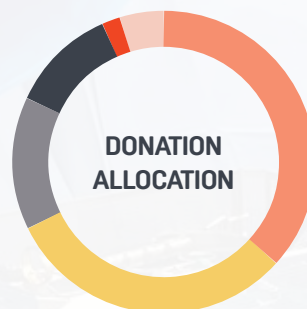




How your donations were allocated

All donations received by the Foundation are directed in accordance to supporters' wishes.

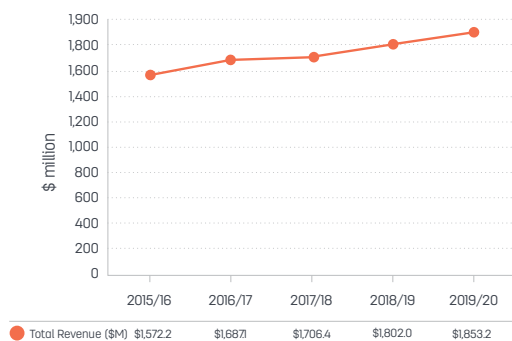
Every gift, no matter how large or small, makes a difference and supports people in their time of need. We believe that philanthropy is an expression of compassion and can be deeply personal. We express our sincere gratitude to all our supporters, for entrusting us to realise their vision to help others.



- Medical and health research 36.8%
- Expanded hospital services 31.0%
- Innovative medical equipment 14.2%
- Area of greatest need 11.5%
- Patient support 4.6%
- Community Services 1.8%

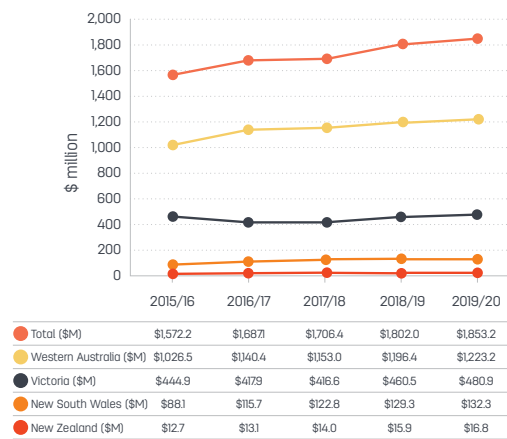
Stewardship

Total revenue

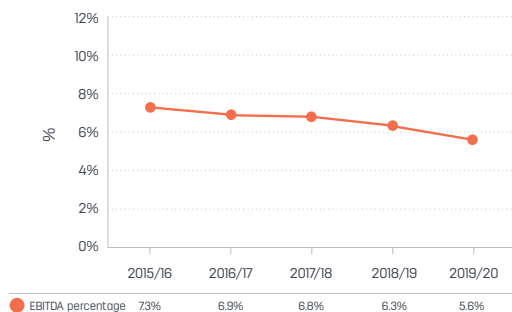


Total revenue grew by 2.8% during the year, with the private hospitals revenue decreasing slightly by 1.2% and a 6.3% increase in revenue from public hospitals.

Operational revenue – geographic analysis

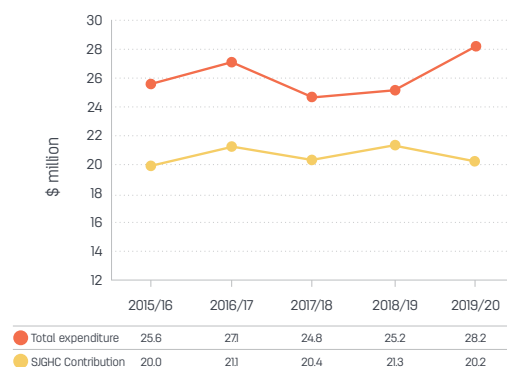


Earnings before interest, tax, depreciation and amortisation percentage



Whilst EBITDA was flat year on year, our revenue grew 2.8%. The decline of margin was largely driven by both EBA and CPI increases being higher than contracted revenue rates, as well as the increase in public hospital revenue which attracts a lower margin.

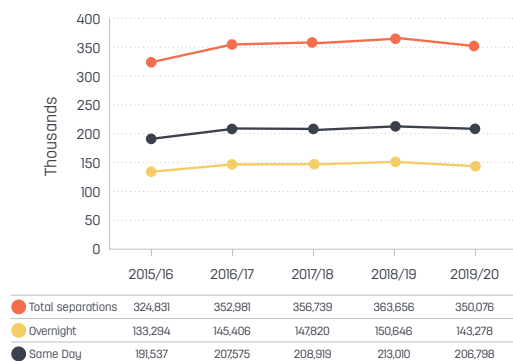
Social justice expenditure



Total expenditure on the delivery of community services and social justice initiatives increased in 2019-20 by 11% which reflects growth of 13% in our disability services and a direct funding contribution by St John of God Health Care of \$20.2 million for Social Outreach services.



Separations

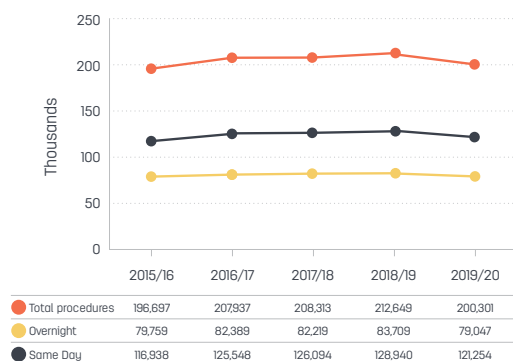


The impact of elective surgery restrictions due to managing the COVID-19 global pandemic had a negative effect on separation growth.

Total revenue grew by 2.8%

during the year, with the private hospitals revenue decreasing slightly by 1.2% and a 6.3% increase in revenue from public hospitals.

Procedures



The impact of elective surgery restrictions due to managing the COVID-19 global pandemic had a negative effect on procedure growth.

Total expenditure on the delivery of community services and social justice initiatives increased in 2019-20 by 11%

which reflects growth of 13% in our disability services and a direct funding contribution by St John of God Health Care of \$20.2 million for Social Outreach services.



Organisational structure



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.

We apply principles of good corporate governance and good practice, based on recommendations by the Corporate Governance Council of the Australian Stock Exchange and others.

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 appointed by the Trustees, with members 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 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 ExCom comprising senior executives who provide assistance and advice. The committee meets six times a year 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, senior executives and the St John of God Hauora Trust Board (New Zealand) 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 ten 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 non-executive board members and assists the Board to fulfil its fiduciary and corporate governance responsibilities by: overseeing the integrity and quality of financial information presented to the Board; overseeing the scope and quality of internal and external audit functions; monitoring the identification and management of risks; and monitoring compliance with statutory responsibilities. EY continued to act as the external auditor and the internal audit function is performed by internal resources with support from PwC.

FINANCE AND INVESTMENT COMMITTEE

Chaired by Peter Prendiville, the Finance and Investment Committee comprises four 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 COMMITTEE

Chaired by Jack de Groot, the Mission Integration Committee comprises three 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.

PATIENT EXPERIENCE & CLINICAL EXCELLENCE COMMITTEE

Chaired by Associate Professor Rosanna Capolingua, the Patient Experience & Clinical Excellence Committee comprises four 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 Nomination Committee comprises three non-executive 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 two 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.

Board Attendance

BOARD ATTENDANCE / MEMBER	GOVERNING BOARD		AUDIT & RISK COMMITTEE		FINANCE & INVESTMENT COMMITTEE		BOARD MISSION INTEGRATION COMMITTEE		PATIENT SAFETY & CLINICAL EXCELLENCE COMMITTEE		REMUNERATION AND NOMINATIONS COMMITTEE		DIGITAL, INFORMATION AND TECHNOLOGY COMMITTEE	
														
Hon Kerry Sanderson AC CVO	7	7			11	11	5	5			5	5		1
Mr Adrian Arundell	7	7	8	7	11	10								
Dr Julie Caldecott	7	7	8	7					6	6				
Assoc Prof Rosanna Capolingua	7	7	8	8					6	6			1	1
Mr Justin Carroll	7	7			11	10					5	5	1	1
Mr Jack de Groot	7	7					5	5	6	6				
Dr Michael Levitt	7	7												
Mr James McMahon	7	7	8	8			5	5						
Mr Peter Prendiville	7	6			11	10					5	5		
Dr Mark O'Brien	4	4	4	4					1	1				

 Eligible to attend

 Attended

Trustee biographies



Chair: Ms Eva Skira AM

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

Chair since 1 January 2014

Trustee since February 2012 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 Chair from 2008 to 2012
- Current Chair Macmahon Limited and Board Member Western Power



Rev Dr Joseph Parkinson

STL PhD

Deputy Chair 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 L J Goody Bioethics Centre in Perth WA since 2003
- Concurrent appointments: Adjunct Associate Professor in the School of Philosophy and Theology, University of Notre Dame Australia (Fremantle Campus); Non-executive director, Loving for Life (WA) Inc.; Member of WA Department of Health Reproductive Technology Council; Clinical Ethics Consultancy, Perth Children's Hospital; St John of God Health Care Human Research Ethics Committee



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
- Member of the Senate of the University of Western Australia, Pro Chancellor, and Chair of its Strategic Resources Committee
- 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 Western Australian of the Year – Professions category in 2015



Ms Danielle Cronin

BEcon, MPPP, 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 member of the Catholic Church's Royal Commission Implementation Advisory Group and member of the Council of Australian Governments (COAG) Education Council's Data Strategy sub-group
- Current Director of Jesuit Education Australia and Good Samaritan Education
- Member of the Australian Institute of Company Directors and Australian Council of Educational Leadership
- Awarded Australian Churchill Fellowship in 2008



Mrs Mary McComish

LLB (UWA), LL.M (London)

Trustee since July 2013

- Trustee of MercyCare WA
- Formerly a Barrister in the Supreme Court of Western Australia and Associate Professor of Law at The University of Notre Dame for 10 years
- Dean of Law at The University of Notre Dame from 2005 until her retirement in 2007
- Director of Daydawn Advocacy Centre from 2013 to 2016, an initiative of the Catholic Church in the Archdiocese of Perth on behalf of Aboriginal people



Mr John (Jack) Moore

MAICD

Trustee since July 2013

- Extensive business experience in marketing, advertising and public relations, including 28 years as principal of his own business providing services to a large range of companies
- Involved in financial/property governance for the Diocese of Sandhurst
- Board Member of Mercy Health and Aged Care in Victoria 1996-2017
- Represented the Diocese of Sandhurst as Member of St John of God Australia Limited from October 2010 to 30 June 2013
- Board Member of Mount Alvernia Hospital Bendigo (now St John of God Hospital Bendigo) from 1987 to 1996 and Chairman from 1990 to 1996



Mr Mark Murphy

LLB (UWA), BJuris (UWA), FLWA

Trustee since January 2014

- General Manager for the Australian Region of the Sisters of St John of God
- Previously General Counsel and Company Secretary St John of God Health Care
- 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



Hon Neville Owen AO, KCSG

LLB (Hons), LL.D (Hon)

Trustee since January 2020

- Extensive legal experience spanning more than 40 years including almost 20 years as a judge of the WA Supreme Court
- Exceptional corporate governance expertise as judge and as the Royal Commissioner reviewing the collapse of the HIH Insurance group
- Current member of Pontifical Commission for the Protection of Minors appointed by Pope Francis in 2018, member of the Australian Catholic Bishops Commission's Implementation Advisory Group and Chair of the Church's Governance Review Project
- Former Chair of the Australian Catholic Bishop's Commission Truth Justice and Healing Council
- Governor and former trustee and Chancellor of The University of Notre Dame Australia



Adjunct Professor Susan Pascoe AM

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

Trustee since May 2018

- Wide-ranging experience in government and not-for-profit sectors focused on consultancy regarding governance, review, strategic planning and leadership on top of 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 Form and the Organisation for Economic Co-operation and Development (OECD)
- 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
- Awarded a Member of the Order of Australia in 2007 and winner of the National Leadership in Government award in 2016
- Adjunct Professor at the University of Western Australia

Board biographies



**Chair: Hon Kerry Sanderson
AC CVO**

BSc, BEcons, Hon Dlit, FAICD

Chair since May 2018 (appointed May 2018)

- In January 2020 appointed as a Commander of the Royal Victorian Order by the Queen in recognition distinguished personal service to the Royal family.
- Former Governor of Western Australia
- Chancellor of Edith Cowan University since January 2019
- Named Companion of the Order of Australia in June 2016 for eminent service to the people of Western Australia
- 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, Patron of the Western Australian Aboriginal Leadership Institute, the Bibbulmun Track Foundation and the Rottnest Voluntary Guides Association
- 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

B Com

Appointed May 2012

- 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, the iconic Cottesloe Beach Hotel and Hotel Rottnest as well as north-west regional hotels in Karratha, Port Hedland and Broome
- Former Chairman of Tourism Western Australia 2012 to 2017
- Former Chancellor and Dep Chancellor and currently a Trustee and Governor having been involved with the university since its inception
- Western Australian of the Year 2015 – Business Award Winner
- EY Entrepreneur of the Year 2017 Champion of Entrepreneurship, Western Region
- Has been a director of several public companies.



Mr Adrian Arundell

BCom, FCA, SF Fin

Appointed February 2018

- Managing Partner of Azure Capital, a WA-headquartered national provider of corporate advisory services
- More than 20 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 services and property development
- A Fellow of the Institute of Chartered Accountants in Australia and New Zealand and a Senior Fellow of the Financial Services Institute of Australasia
- Adrian is also a Board Member of The University of Notre Dame Australia (UNDA) and Chair of UNDA's Finance and Investment Committee



Dr Julie Caldecott

MBBS, MBA

Appointed January 2015

- More than 20 years' experience as a consultant to the public and private sectors, with a focus on consumer goods and health, for Boston Consulting Group (BCG) as a Director and Partner until 2011
- Trained as a medical practitioner prior to joining BCG and has an MBA from Melbourne Business School, University of Melbourne
- Director Victorian Major Transport Infrastructure Board and Victorian Registration and Qualifications Authority
- Chair Blue Cross Aged Care
- Previous board memberships include non-executive directorships at the Royal Children's Hospital, Melbourne, the Transport Accident Commission, Victoria and the Institute for Safety, Compensation and Recovery Research.



Mr Justin Carroll

BCom, FCA

Appointed January 2015

- Partner of PwC Australia's Perth office and member of PwC Australia's Governance Board, he has more than 29 years' experience in the provision of external audit, due diligence and advisory services
- A Governor and Director of The University of Notre Dame Australia (UNDA) and chair of UNDA's Audit & Risk Committee
- 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
- Involved in medical education and teaching, professional development, and medical ethics, having served on national medical and Government ethics committees. Special interest in Clinical Quality and Safety
- Current positions: Principal of Floreat Medical, Chair of the WA Immunisation Strategy Committee, member of the Alcohol and other Drugs Advisory Board to the Mental Health Commission, Medical Director of the AMA (WA) Youth Foundation, member of the Board of AMA Ltd (Federal), the Indigenous Medical Scholarship Foundation and of the Board of Doctor Portal Learning, member of the Medical Defence Australia Western Cases Committee
- Past Positions: Federal President of the Australian Medical Association, AMA(WA) State President, Chair of Governing Council for Child and Adolescent Health Services, Chair of Australian Medical Publishing Company, Member of the Board of MercyCare, Member of the NH&MRC Human Genetics Advisory Committee and Conjoint Chair of the Australian Health Ethics Committee, Member Board of Medical Defence Australia, Member Board of UWA Raine Foundation, member of the Board of Governors of The University of Notre Dame, Australia, Chair of AMA Services (WA), Deputy Chair of the WA North Metropolitan Health Service and Chair of its Quality and Safety Committee



Mr Jack de Groot

BA

Appointed November 2016

- CEO of St Vincent de Paul Society NSW one of the largest Social Service Agencies in NSW specialising in homelessness and disability services
- Previously Chief Executive Officer of Caritas Australia, and the Group Leader of Mission at St Vincent's Health Australia
- Chair Implementation Advisory Group; Board of Governors University of Notre Dame
- Previous board memberships include Chair of Jesuit Mission, Deputy Chair of Catholic Social Service Australia, 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



Mr James McMahon

MBA, MMgt

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 advising organisations on strategy, operations, risk, governance and management
- 24 years' experience in the Australian Defence Force, including holding roles as Commanding Officer of the Special Air Service Regiment (SAS) and SAS Squadron Commander. He was awarded the Distinguished Service Cross and the Distinguished Service Medal
- Current Chief Operating Officer Australian Capital Equity
- Board member of the SAS Resources Trust Board and the Australian War Memorial Board
- Former West Coast Eagles Football Club board member and Deputy Chair
- Ambassador for The Fathering Project, Advisor Finance Committee RSLWA
- 2019 Western Australian of the Year



Dr Michael Levitt

MBBS, FRACS, GAICD

Appointed January 2016

- Member of clinical staff at St John of God Subiaco Hospital since 1990, 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 to 2013
- Member of clinical staff at Sir Charles Gairdner Hospital where he held various senior roles from 1990 to 2005
- Clinician Member Medical Board of Western Australia 2016 - present
- Chief Medical Officer of Western Australia (October 2018 - present)
- Former Board President (2002/2008), current Trustee and Life Member, Carmel School
- Board President, Perth Hebrew Congregation (2019 - present)



Dr Mark O'Brien

MBBS, FRACGP, FACRRM, AFACHSM, GAICD, AMA (M)

Appointed January 2020

- More than 35 years' experience in the health care industry, and an expert in building cultures of safety, professionalism and accountability within the health care industry
- Medical Director and co-founder of the Cognitive Institute, one of the most well-regarded and recognised post-graduate health care training and consultancy organisations in the English-speaking world
- International Hospital Lead, Risk Prevention Division, and former 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
- Graduate of the Oxford Advanced Leadership and Management Program at Oxford University

Executive Committee biographies



Dr Shane Kelly

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

Group Chief Executive Officer – appointed June 2018

- Over 30 years' experience in health care including 18 years as chief executive officer of hospitals and health care organisations
- Previous roles include Mater Misericordiae Group Chief Executive Officer (Queensland), WA North Metropolitan Health Service Chief Executive, and St John of God Subiaco Hospital Chief Executive Officer (2005-2013)
- Adjunct Professor at the University of Queensland and the Australian Catholic University
- Board member of Pathology provider Australian Clinical Laboratories and past Board member of a range of health-related entities



Dr Steve Bolsin

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

Group Director Medical Services and Clinical Governance – appointed May 2019

- More than 30 years' experience in health care 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' working 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 15 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 Human Resources functions and using analytics and data to support organisational development and growth



Professor Shirley Bowen

BMed, MM, FACSHM, FRACP

St John of God Subiaco Hospital Chief Executive Officer – appointed June 2017

- Professor Bowen has extensive experience in public health and hospital management. Her previous roles include Chief Health Officer of the ACT, Director of Communicable Diseases for Western Australia, Director of Clinical Services at St John of God Murdoch Hospital and Dean of Medicine at The University of Notre Dame. Professor Bowen holds dual medical fellowships in Infectious Diseases and Sexual Health Medicine
- Board member of St John of God Foundation, WA Health Translation Network and St John's Ambulance Western Australia
- Passionate about delivering person-centred care and committed to visible and authentic leadership



Mr Grahame Coles

MBA, DipMgt

Group Director Digital 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 Tasmania and prior to that the same role in Victoria
- 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



Mr Alex Demidov

JD (cum laude), BNurs, MBA, PhD (Law), GradCert Periop Nurs

St John of God Ballarat Hospital Chief Executive Officer and General Manager Regional Victoria – appointed July 2017

- Extensive experience in private health care working for Healthscope, Ramsay Health Care and Evolution Healthcare as CEO as well as not for profit health care organisations, Sydney Adventist Hospital and St Vincent's Private Hospital
- Previous background as a lawyer working in New York after studying a Bachelor of Law at Harvard University before moving into nursing and management roles



Mr Steve Goldsworthy

Bcom, CA, GAICD

Group Chief Financial Officer – appointed December 2017

- 18 years' experience in finance working in Australian and US listed multi-national companies, working in Australia and Canada
- Previously held senior finance roles at Austal Ltd, Cliffs Natural Resources and Schlumberger
- Member of the Institute of Chartered Accountants



Mr Michael Hogan

BCom, CA, MAICD

St John of God Midland Public and Private Hospital Chief Executive Officer – appointed September 2017

- More than 25 years' experience in health care management with previous roles as Deputy CEO of the Hospital and CEO St John of God Bendigo Hospital
- CEO of the former St John of God Pathology, where he led its integration with Australian Clinical Labs
- A Chartered Accountant and Member of the Australian Institute of Company Directors



Ms Larissa Johnstone

BA LLA (Hons) Sydney University, Grad Dip Legal Practice

Group Director Legal, Risk & Compliance

- More than 20 years' experience advising in relation to legal, risk and compliance matters, including eight years as the St John of God Health Care General Counsel and Company Secretary
- Extensive experience in national and international legal practice, including five years as a partner in a commercial law firm



Ms Dani Meinema

Grad Cert Leadership & Catholic Culture, MHSM, BNurs, Nursing (DipApSc)

Group Director of Nursing and Patient Experience – appointed January 2019

- More than 15 years of senior management and nursing experience
- Senior leadership and management roles include Director of Nursing at St John of God Murdoch Hospital, 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

- 26 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, Editor Eureka Street Magazine
- Board member Sacred Heart Mission



Mr Colman O'Driscoll

BNurs, Mnurs

St John of God Burwood and Richmond Hospitals Chief Executive Officer – appointed January 2019

- More than 20 years' experience across the health system, including senior leadership roles within the government, not-for-profit and private sectors
- Previously worked as the Chief of Staff in the NSW Government responsible for driving significant reforms within the NSW Mental Health system, including the establishment of the NSW Mental Health Commission
- Non-Executive Director of Running for Premature Babies Foundation



Mr Bryan Pyne

Bbus, FCA

Chief Operating Officer Hospitals – appointed August 2018

- 26 years' experience in finance including more than 20 years with St John of God Health Care, including 10 years as the Group Director of Finance
- Fellow of the Institute of Chartered Accountants
- Recipient of the 2010 40 under 40 Award (WA)
- Board member of MercyCare



Mr Stephen Roberts

Bbus, BHA, MBA

St John of God Geelong Hospital Chief Executive Officer – appointed April 1991

- Chief Executive Officer at St John of God Geelong Hospital since 1991 and prior to that St John of God Geelong
- Currently the Chairman of disability and employment services provider GenU
- Board member of the St John of God Foundation



Mr Rob Wise

BA

Group Director Strategy – appointed July 2019

- Health care management experience in private, not-for-profit and public organisations in the United Kingdom and Australia spanning more than 30 years
- Previous chief executive officer positions held at Spire Healthcare Ltd UK, Radiology SA and Calvary Wakefield and Rehabilitation hospitals and Chief Operations Officer at Affinity Health
- CPA designation with Australian Society of Certified Practising Accountants

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; and our Australian pathology services by the National Association of Testing Authorities (NATA).

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.

AUSTRALIAN HOSPITAL PATIENT EXPERIENCE QUESTION SET (AHPEQS)

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

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 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 hospitals 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.

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.

PATHOLOGY

The diagnostic branch of medicine examining changes in cells and tissues that signal disease.

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.

WORKFORCE PLANNING

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

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

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Healthcare at Home

Level 1, 556 Wellington Street
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Tel: (08) 6116 0000
Fax: (08) 6116 0800

Melbourne Offices

417 St Kilda Road
Melbourne, Vic 3004
Tel (03) 9205 6500
Fax (03) 9866 5046
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, WA 6231
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 6531
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

Barry Marshall Parade, Murdoch, WA 6150
Tel (08) 9366 9000
Fax (08) 9366 1133
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 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 WA

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

Raphael Services WA

192 Cambridge Street
Wembley, WA 6014
Tel 1800 282 282
Fax 1800 696 526
Email raphael.wa@sjog.org.au

Community Mental Health Service

160 High Street
Fremantle 6160
Tel (08) 6226 9400
Fax (08) 6226 9488
Email counselling@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
Fax (03) 5333 1682
Email info.ballarat@sjog.org.au

St John of God Bendigo Hospital

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
 Tel (03) 9709 1414
 Fax (03) 9707 4135
 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

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**Community Mental Health Services**

136 Botanic Road
 Warrnambool, VIC 3280
 Tel (03) 5564 0629
 Fax (03) 5563 4522
 Email glenryecentre@sjog.org.au

Community Mental Health Services

105 Webster Street
 Ballarat Victoria, 3350
 Tel (03) 5320 2260
 Fax (03) 5320 2018
 Email pomegranatehouse.ballarat@sjog.org.au

Horizon House (Victoria)

Level 2, 417 St Kilda Road, Melbourne, VIC 3004
 Tel (08) 6116 0000
 Email horizonhouse@sjog.org.au

Raphael Services Ballarat

105 Webster Street
 Ballarat Victoria, 3350
 Tel 1800 282 282
 Fax (03) 5320 2018
 Email Raphael.ballarat@sjog.org.au

Raphael Services Bendigo

13 Helm Street
 Kangaroo Flat Victoria, 3555
 Tel 1800 282 282
 Fax (03) 5447 1456
 Email Raphael.bendigo@sjog.org.au

Raphael Services Berwick

57 Fairholme Boulevard
 Berwick, Victoria, 3806
 Tel 1800 282 282
 Fax (03) 9707 0297
 Email Raphael.berwick@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 (020) 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
 Fax (02) 9747 5223
 Email casa.venegas@sjog.org.au

Raphael Services NSW

36-38 First Avenue
 Blacktown, NSW 2148
 Tel 1800 282 282
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 Email Raphael.blacktown@sjog.org.au

New Zealand**National Office**

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 189 Peterborough Street, Christchurch 8013
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 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 3 339 1790
 Fax +64 3 338 2006
 Email enquiries.karori@sjog.org.nz

Community, Youth and Child Services, Southern

St John of God Waipuna
 349 Woodham Road, Linwood, 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 2, 417 St Kilda Road
 Melbourne, VIC 3004
 Tel (08) 6116 0000
 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.



