

# Entrusted to care

Annual Report  
2022-23



ST JOHN OF GOD  
Health Care



## ABORIGINAL MEMORIAL Richmond Hill



This Memorial is dedicated to our  
Aboriginal Ancestors:  
to acknowledge their sacrifices,  
suffering and active resistance during  
the early years of colonisation.

~A Place of Remembrance. A Step Towards Healing~

Please visit with respect.



This Memorial has been created in partnership with Dargy people and  
as a joint project by Projects for Reconciliation Inc., local Aboriginal  
communities, the Order of St John of God, the NSW Reconciliation  
Council and St John of God Health Care.

### Acknowledgement of Country

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



# Year in review



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



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

## >17,000

### Caregivers

Employed more than 17,000 caregivers throughout Australia and New Zealand

## 80,555

### Patient visits

Performed by home nursing services in Victoria and Western Australia

## >\$2b

Revenue of more than \$2 billion

## \$28.9m

Delivered \$28.9 million, including partnership funding, in free or low-cost services to community services and social justice initiatives reaching out to people experiencing disadvantage

## 372,717

### Patients

Treated 372,717 overnight and same day patients



27 facilities, comprising 3,360 beds located in Western Australia, Victoria, New South Wales and New Zealand





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# Foreword



Hon Neville  
Owen AO,  
KCSG

‘Like good  
stewards... serve  
one another with  
whatever gift each  
of you has received’.  
1 Peter 4:10

These words from scripture, written centuries ago, find fresh meaning in our contemporary context at St John of God Health Care today. They are an encouragement to recognise the gifts within ourselves and to use these in the service of others. They are a reminder of the responsibility we hold to manage the ministry in such a way that it will be stronger for those who come after us. They are a fitting description of the theme of this year’s annual report – *Entrusted to care – stewards of service*.

We take great pride in the legacy of the Sisters of St John of God and the model of the life of Saint John of God himself, but these words remind us that our Mission has been handed down to us for more than two thousand years and is part of an even longer tradition of healing and hope. That is the Mission with which we are entrusted, the healing Mission of Jesus.

At St John of God Health Care, we believe that what we do, and of equal importance, how we do it, matters. It is a great gift and privilege to provide high quality health care and healing, with compassion and deep respect for the dignity of each person.

We also believe that why we do it is important – we are inspired by the love of God and called to care in His name.

Regardless of background or faith tradition, love is universal and provides an inclusive and welcoming foundation for all that we do.

Peter’s words emphasise the importance of diversity and our interdependence – whatever gift each of you has received – celebrating the uniqueness of all, and the contribution that each person brings, not just to our patients but to each other.

This has been extremely important over the past three years. We have rightly focused on the health of communities and of each other in extraordinary circumstances as the world faced an existential crisis.

Our caregivers have done a wonderful job, caring not just for others, but for each other, and as the trials and tribulations of the pandemic lessen we will look to the strengths of the past and the opportunities of the future in pursuit of our Mission.

Stewardship is important for us at this time. As we have continued our return to more normal ways of working, the time has been right to focus on the future and sustainability of the organisation.

This means a return to a stronger focus on financial stewardship and sustainability of our services and their impact on the environment.

I am pleased to welcome Francis Moore and welcome back Celia Hammond as Trustees. I also extend my thanks to outgoing Trustee Eva Skira, who has been a great contributor to St John of God Health Care and an exemplary steward of our services. Eva served St John of God Health Care as a Board member and then as a Trustee and Chair.

We are on the cusp of a new and fresh beginning in many ways. It is with humility that we consider the legacy of healing with which we have been entrusted, and I am proud to present this year’s annual report, which demonstrates our stewardship of the Mission with which we have been entrusted.

A handwritten signature in dark ink that reads 'Neville Owen'.

Hon Neville Owen AO, KCSG



# Our organisation

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

As a leading provider of health care services that include hospitals, home nursing, disability and social outreach services throughout Australia and New Zealand, 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 both their joy and suffering to deliver our services with a human touch.

## Founding story

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

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

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

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

## Structure

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

The directors of St John of God Australia Ltd are the Trustees, who are also 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.



## 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.



# Our strategy

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

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

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

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

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

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

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

## Our strategic priorities



### Patient and client experience

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

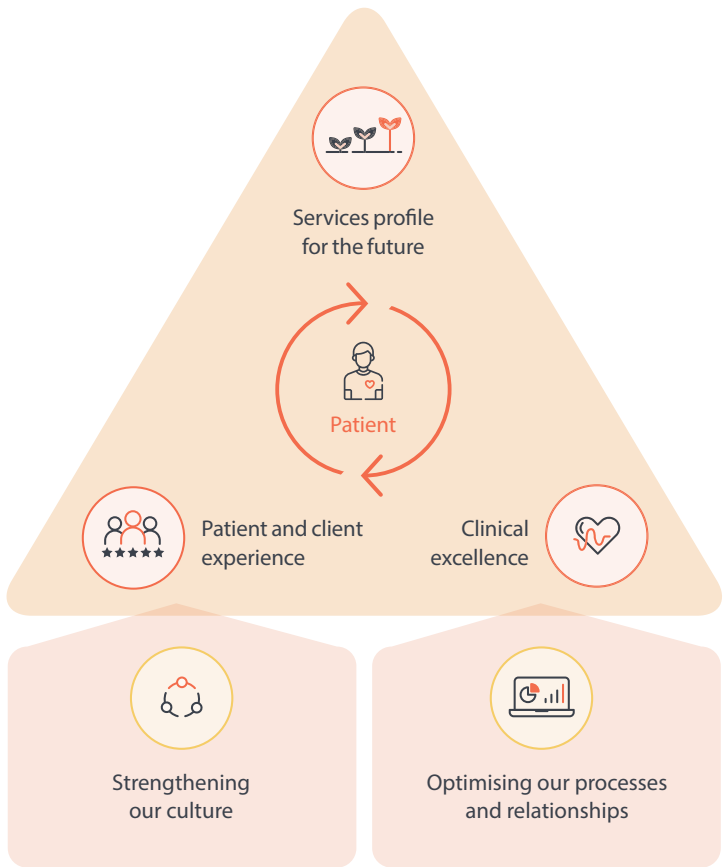


### Clinical excellence

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



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



### Services profile for the future

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



### Strengthening our culture

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



### Optimising our processes and relationships

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

# Chair report



**Hon Kerry  
Sanderson  
AC CVO**

The year 2022-23 saw the start of a return to a more normalised working environment, with the impact of the pandemic gradually reducing throughout the year and the opening of all clinical services and state borders.

Although the world and the Australian economy are slowly recovering, economies generally remain sluggish, with high inflation, rising interest rates and increasing cost of living pressures impacting our communities.

Workforce shortages continue to challenge all industries, and health care has been hit harder than most. As an organisation, St John of God Health Care has worked hard to reduce its clinical vacancy rates over the last 12 months, and sound strategies and processes are in place to continue to manage this risk going forward.

The take up of private health insurance increased during the pandemic and remains significantly higher than pre-pandemic levels, and private health care will remain critical with an increasing need to manage the complex health care needs of a rapidly ageing population. However there has been a slower than expected return to previous operating levels in the face of uncertain consumer confidence, with a slower than anticipated return of activity against a higher cost base impacting our financial performance.

Higher operating costs and a number of accounting adjustments resulted in an overall deficit of \$116 million for 2022-23 against revenue of \$2,050 million.

Our management team, supported by the Board, is leading an organisation-wide response to the challenges in the current environment as we emerge from

the pandemic. The Board is confident that we will continue to navigate these and other market challenges, while exercising sound fiscal management in what we expect to be a continually changing health care landscape.

For this reason, and with the security of a strong balance sheet, the Board has been pleased to continue our program of capital works and see the investment in future growth as an important part of our financial stewardship and response to community need.

Some important milestones were met in the past 12 months. A new and contemporary wellness centre at St John of God Richmond Hospital neared completion to open in the new financial year and the redevelopment remains on track to be completed in mid-2024. Significant foundational works were also completed as part of the St John of God Subiaco Hospital redevelopment, a major program of work. Refurbishment and developments at St John of Geelong, Ballarat and Murdoch Hospitals will allow us to provide enhanced services to our communities and significant progress was made on each of these over the last 12 months.

The Board sees the organisation's environmental, social and governance (ESG) aspirations as a key enabler of our strategy and essential for the responsible and sustainable stewardship of our ministry into the future. Much of the work we already do aligns with community expectations,



and we were pleased to approve the ESG Framework in November 2022. The framework aligns with these three critical pillars, providing a holistic and integrated approach. Our work on environmental sustainability is particularly important in the context of climate change, with our target being at least a 50 per cent reduction in emissions by 2030.

One of the Board's top priorities is keeping our people safe and healthy at work. Our people have done an outstanding job of working together during challenging times. We are highly cognisant of the impacts of Covid-19 on our caregivers and remain forever grateful for their dedication. The Board has been pleased with the focus on safety as well as the progress on our caregiver wellness program and pleased to see the reduction in caregiver injury at work.

We are in the process of updating our *Innovate Reconciliation Action Plan* with a particular focus on growing Indigenous participation in the health care workforce, and we were pleased to add our voice to support the *Uluru Statement from the Heart*.

Following a review, we are also updating our *Disability Access and Inclusion Plan* (DAIP). The organisation has consulted extensively with community peak disability bodies to develop a DAIP that reflects contemporary views and practices. An important aspect of the new plan will be the capture of the voice of our caregivers with lived experience of disability through the creation of caregiver open forums.

St John of God Health Care has a particularly strong tradition of service in social impact and community outreach and, following the example set by the Sisters of St John of God, this remains an important part of our Mission with an eight per cent per annum growth in clients supported from 2019. In terms of community mental health services, we operated 12 Raphael Services across three

States, six mental wellbeing services in two States, eight alcohol and other drug services in WA and also opened a Head to Health service in Midland during 2022-23, the latter supported through the WA Primary Health Alliance. Three more Head to Health services are currently in the planning phase, being located at Armadale, Gosnells and Mirrabooka.

In terms of homelessness services, we have thirteen Horizon Houses across WA and Victoria and eight Casa Venegas houses or units in Sydney. In addition, we are providing programs to support health services in Timor-Leste and Papua New Guinea.

Related but not confined to our work in this space, we reviewed and revised our definition of unmet need in the past financial year, which will strengthen discernment, stewardship and governance across all our community support operations.

Governance is a fundamental responsibility for the Board and we are always looking at ways to improve this fundamental responsibility. In 2022-23, St John of God Health Care engaged external legal advisers and an experienced accounting firm to support a review of our compliance with payroll and superannuation requirements. This was initiated after discovering several areas of non-compliance, which meant that a thorough review was warranted. St John of God Health Care is committed to meeting its obligations to employees and contractors and continually improving its processes to ensure this.

I would like to extend my thanks to outgoing Group CEO Dr Shane Kelly, who announced his retirement in December last year, and to welcome new Group CEO Bryan Pyne, who took over from Shane last December in an acting capacity and was appointed to the substantive position in April this year. Shane provided leadership throughout the challenging Covid-19 period.

Bryan is providing the important leadership and drive to our post-Covid-19 recovery including restoring financial stewardship to pre-pandemic levels. I am grateful to Bryan and the leadership team, and to the team of caregivers who support them, for the excellent work commenced in 2022-23 and currently underway.

I also add my voice to Neville's in recognising and thanking Eva Skira, who resigned in December 2022, for her tireless contribution to St John of God Health Care.

I thank my fellow Board members for their dedication and contribution. Their role has been very busy during 2022-23 and I thank them for their willingness to contribute at a high level. Thank you also to the Trustees and particularly to the Chair of Trustees, The Hon Neville Owen AO, KCSG for the support provided during difficult times. I would like to express the Board's appreciation of the many wonderful caregivers, doctors, allied health care professionals and volunteers who make up the dedicated community of St John of God Health Care.



Hon Kerry Sanderson AC CVO

# Group CEO report



Bryan Pyne

As we emerge from the pandemic we are now able to refocus on the implementation of our 2020-25 strategic plan and commence future planning with more certainty.

We are focused on transitioning to a new post-pandemic health care environment, with a rapidly changing world of health care needs and expectations.

Clinical considerations in a Covid-19-endemic world remain paramount, and we worked closely with all state health systems during 2022-23 to keep our patients and caregivers safe. While Covid-19 mandates have been wound back, we have embedded clinical safety governance processes, including infection prevention and control processes developed during Covid-19 across all our hospitals and services.

We have a highly skilled and dedicated clinical workforce, who are drawn to us because of our organisational culture, shaped by our Mission and drawing on the legacy of the Sisters of St John of God, our Values, compassionate person-centred care, and clinical excellence.

Facing significant workforce shortages like many other health care providers around the world, over the last 12 months we undertook a major national and international recruitment campaign. We have been successful in reducing our vacancy rate from 10 per cent in December 2022 to three per cent as at June 2023. Over the last 12 months, with many health care workers making lifestyle choices post the pandemic, we successfully recruited 1,653 new doctors, nurses and midwives, with 182 caregivers joining us from the UK and Ireland through our international campaign.

We remain focused on building and retaining an engaged workforce, and continue to monitor our vacancy rate, especially in clinical areas. We will continue to invest in retention programs, professional development, graduate programs and career pathways to maintain a strong and stable workforce.

Keeping our people safe and healthy at work is a top priority. In April, we released our refreshed *OHS and Wellbeing Statement* outlining our commitment to providing a safe and healthy workplace and, importantly, caregiver safety metrics continue to improve. In 2022-23, our lost time injury frequency rate (LTIFR) continued to decline from 6.11 to 4.60, a pleasing downward trend.

An important focus for us in 2023-24 will be understanding and remediating potential payroll issues that we disclosed to the relevant regulators not long after the close of financial year. Rectifying any payment errors that have occurred is and will remain an organisational priority.

As a health care provider, the safety of patients and the quality of their care is importantly our first concern, and we have a continuing focus on excellence in clinical care with a comprehensive work plan of improvements and enhancements. Our safety record remains strong, and we continue to take a proactive approach to identifying and reducing the risks that are inherent in health care.



Our hospitals and services score exceptionally well on patient experience, and in 2022-23 we continued to implement improvement initiatives to enhance this experience, such as our person-centred care program and in-room menu dining across our hospitals. We also piloted improvements in key parts of the patient journey, such as at discharge planning, that we plan to capitalise on next year.

We have numerous capital developments under way and these remain critical in enabling us to meet the ongoing health care needs of our communities. These include major redevelopments at St John of God Richmond and Subiaco Hospitals, and programs at St John of God Murdoch, Ballarat and Geelong Hospitals.

A strong financial position is the foundation for all future growth and in 2022-23 we commenced an operational review. This has resulted in addressing the financial impact of the pandemic and other factors influencing the current health care environment, with the aim of regaining our pre-Covid-19 financial position. The review is ongoing as we continue to reshape our organisation.

We will continue to have a strong focus on financial stewardship in the new year, allowing us to continue to meet current health care needs, expand our services in our communities and provide social outreach services.

While we continue to ensure our hospitals remain contemporary and play their important roles

in the delivery of health care, we are also focusing on our strategic intent to deliver more care outside the hospital walls. We have made sound progress in the development of our virtual care strategy, which seeks to provide innovative health care solutions to patients in their own home or other preferred environment, while improving access and choice.

We also continue to make good progress in our disability services. In addition to opening additional technology-enabled homes, we grew our NDIS employment services by 118 per cent, and relaunched an evidence-based program across our housing accommodation to increase client independence, support everyday choice, and promote active engagement.

Our social outreach services continue to make a positive impact on communities through the support for homelessness, mental health and drug and alcohol addiction. The work we do is recognised not only by those who access services but through public contracts, including government contracts in 2022-23 to operate three new Head to Health centres. These are part of a federal program to make timely mental health advice, assessment, and treatment more accessible for all Australians.

The provision of public health services, in partnership with government, remains an important part of our ministry and we operate a broad range of public services through our hospitals network.

Our contract to operate St John of God Midland Public Hospital is now in its seventh year and we are well progressed in the renewal of our contract to operate Hawkesbury District Health Service. We worked closely with state governments throughout Covid-19 and I thank our public partners in WA, NSW and Victoria, with whom we have continued to collaborate closely for a whole of health care system approach over the past three years. I express my hope that we continue to work together post-Covid-19 for the ongoing benefit of the community.

I also extend my thanks to our previous Group CEO Dr Shane Kelly who announced his retirement in December 2022 after a period of outstanding service with St John of God Health Care. Thank you to all our Executive Leadership Team for their commitment and professionalism, and to our Board and Trustees who provide such outstanding support and governance.

Finally, I thank all caregivers, doctors and volunteers who work alongside us and live the Mission every day as good stewards. We are fortunate to entrust you to care.



Bryan Pyne





# Covid-19 update

In 2022-23, St John of God Health Care's response to the Covid-19 pandemic moved to living with Covid-19 under the Federal Government's Strategic Framework for Covid-19<sup>1</sup>.

At the commencement of 2022-23, St John of God Health Care's focus was on clinical requirements for a 'new normal' of living with Covid-19. This included embedding a number of processes developed during the pandemic into routine infection prevention and control across all our hospitals and services.

Our hospitals and services in Western Australia, New South Wales and Victoria worked closely with state government authorities as various government mandates were wound back and we worked to integrate living with Covid-19 in a safe way.

The management of Covid-19 and policy governance was transitioned to the Group Infection Prevention and Control Committee and the Covid-19 Emergency Response Group (CERG) was wound up.

We focused on supporting the local leadership teams within our services to continue their outstanding response to the coronavirus outbreaks within their local frameworks. This helped support ongoing excellent outcomes for patient and caregiver safety.

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

Other key activities included:

- Routine Covid-19 pre-operative and pre-procedure screening for all patients entering our hospitals.
- Managing patients in hospital who had Covid-19 as their principal diagnosis or were in for other reasons but had an underlying Covid-19 diagnosis.
- Supported an ongoing vaccination strategy to ensure all caregivers were compliant with state and federal government requirements, including an online portal for capturing vaccination status of caregivers.
- Continued procurement and supply chain initiatives to ensure adequate and high quality clinical supplies were available at all times.
- Supported caregivers to work from home where possible and prepared caregivers for a safe return to the office.
- Maintained a contact tracing service in hospitals to manage outbreaks.
- Supported consistent messaging across all three states in which we operate.

## Financial sustainability

With clinical practices and processes increasingly embedded into business as usual and the health threat well managed, our focus shifted to recovering from the financial impact of Covid-19 and reshaping our organisation for future growth.

Our primary focus was on addressing critical workforce shortages, a global outcome of the pandemic. We undertook a highly successful national and international recruitment program and recruited more than 1,600 doctors, nurses and midwives.

In the second half of 2022-23, we commenced an operational review to identify cost savings and growth opportunities, and commenced a program to restore pre-Covid-19 management of productivity and fiscal discipline to provide a foundation for future growth.

The review will continue into the new financial year as we aim to regain our pre-Covid-19 financial position and reshape the organisation to meet the evolving health care needs of the community.

<sup>1</sup> <https://federation.gov.au/national-cabinet/media/2022-12-09-strategic-framework-transitioning-covid-19-measures>. (Accessed September 2023)





# Hospitality —

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



# Strategic update

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

In 2018, we developed the St John of God Health Care Strategy to progress us towards this goal.

We review and update the strategy regularly in response to the changing external environment and the needs of our communities.

This update summarises progress in the fourth year of the strategy.

It reports against the revised top key priorities identified through the strategy refresh process.

It does not include all initiatives underway at St John of God Health Care. Hospital, services and business-as-usual (BAU) planning capture additional important initiatives.

## Services profile for the future

Strategic priority	Progress	2023-24 focus:
Develop and implement an orthopaedic services roadmap	– Incorporated into larger clinical services planning program	– Transition orthopaedic roadmap to implementation
Implementation of a community services roadmap that focuses on optimising Healthcare at Home, Social Outreach and Accord	– Developed organisation-wide definition of unmet need with supporting framework for assessing areas of focus – Developed business case for refresh of disability housing, maximised utility of existing stock – Revised focus areas for home and ambulatory services, including integration with virtual care roadmap, accessing health funding for rehabilitation, chemotherapy and infusion services in the home	– Improve sustainability of Healthcare at Home to support our hospitals and community – Refresh and execute Social Outreach and Accord (disability services) Board-approved roadmaps.
Progress virtual care model	– Completed roadmap, identified areas of focus, commenced pilots	
Capital development program	– Progressed redevelopment projects at St John of God Subiaco, Murdoch, Richmond and Ballarat Hospitals	





## Strategic update

### Clinical excellence

#### Strategic priority

#### Progress

Enhance clinical performance and effectiveness

- Progressed integration of clinical care standards (CCS) into clinical processes
- Now participating in all 14 targeted clinical quality registries, facilitating improved monitoring of quality of care and identifying opportunities for improvement

Integrate assurance for high risk areas (HIPSR) (falls, obstetrics and medication)

- Completed rollout of standard risk control framework to all hospitals
- Significantly progressed implementation of key controls, monitoring measures and preliminary decisions thresholds for first wave of patient safety risk

Undertake program of regular review and continual improvement of clinical KPIs

- Identified and agreed priority areas
- Progressed the development of indicators, including data sources, data management and governance, reporting

Implement clinical research roadmap that promotes clinical excellence and patient experience

- Completed consultation with hospitals, including leadership teams, identified and evaluating research topics

#### 2023-24 focus:

- Finalise integration of CCS into all clinical processes
- Commence second wave of HISPR framework
- Automate clinical KPIs via clinical dashboard
- Continue focus on research

### Patient and client experience

#### Strategic priority

#### Progress

Develop and implement public reporting of performance

- Completed consumer consultation to identify reporting requirements
- Established guidelines and tranche 1 clinical indicators

Implement person-centred care program

- Completed rollout of 3Cs, a person-centred care program, to hospital caregivers
- Established community of practice to systematise lessons and projects

Improve patient discharge process

- Completed organisational pilot review of discharge process

Review reporting culture for complaints and implement group-wide system to integrate feedback

- Developed reporting framework allowing insights from complaints and feedback to inform quality improvement activities

#### 2023-24 focus:

- Develop digital platform for publication of performance indicators
- Implement 3Cs in non-hospital services
- Implement recommendations to improve patient discharge process
- Develop reporting capabilities for clinical governance KPIs

## Optimising our processes and relationships

Strategic priority	Progress	2023-24 focus:
Improve financial sustainability	<ul style="list-style-type: none"> <li>– Undertook organisation-wide cost review, incorporating significant discernment, and implemented workforce reductions in targeted areas</li> <li>– Implemented programs as part of broader organisational refocus</li> </ul>	<ul style="list-style-type: none"> <li>– Complete organisation-wide review to grow the Mission into the future through enhanced service delivery and financial sustainability</li> </ul>
Improve digital and technology foundations to enable the progression of the digital roadmap	<ul style="list-style-type: none"> <li>– Launched digital roadmap and significantly progressed major foundational projects including enterprise resource planning, human resources information system, network redesign, collaboration tools and platforms, and interoperability systems</li> </ul>	<ul style="list-style-type: none"> <li>– Continue to implement key projects under the Digital Roadmap</li> </ul>
Strengthen cyber security and data protection	<ul style="list-style-type: none"> <li>– Enhanced crisis management processes and response in preparation of a potential cyber threat</li> </ul>	<ul style="list-style-type: none"> <li>– Complete hospital projects already in train</li> <li>– Build data and analytics capability</li> </ul>
Implement programs and projects that ensure operational excellence through our organisation	<ul style="list-style-type: none"> <li>– Progressed major procurement roadmap</li> <li>– Commenced or completed implementation of broad range of key hospital functions, including catering, national health information services and coding, facilities management, admissions and medication management</li> <li>– Progressed rostering, time and attendance program (RTA)</li> </ul>	<ul style="list-style-type: none"> <li>– Continue implementation of environmental sustainability roadmap</li> <li>– Continue to strengthen cyber controls and response</li> </ul>
Improve data and analytics	<ul style="list-style-type: none"> <li>– Progressed implementation of a data operating model and commenced a range of programs to identify reporting and analytic priorities</li> </ul>	
Implement environmental sustainability roadmap	<ul style="list-style-type: none"> <li>– Approved the organisational Environmental Sustainability Roadmap and commenced development of an emissions reduction plan to meet objectives</li> <li>– Undertook detailed energy audits across hospital facilities</li> <li>– Upgraded systems and commenced preliminary emissions reporting</li> <li>– Developed business case for broader rollout of solar PV across facilities</li> <li>– Integrated environmental and social standards into capital development frameworks and processes</li> <li>– Defined the sustainable procurement roadmap</li> </ul>	

## Strengthening our culture

Strategic priority	Progress	2023-24 focus:
Promote improved safety and outcomes through safety culture and professional accountability programs	<ul style="list-style-type: none"> <li>– Completed pilots at two hospitals; lessons under review</li> <li>– Continued prioritisation of other surgical safety mechanisms, including working party reviews, surgical safety checklists and safety audits</li> </ul>	<ul style="list-style-type: none"> <li>– Maintain focus on recruitment and strategic talent acquisition into important clinical streams</li> </ul>
Implement initiatives to solve the critical workforce shortages focusing on short-term and long-term attraction and retention approaches	<ul style="list-style-type: none"> <li>– Increased scope and size of domestic and international recruitment campaigns considerably reducing vacancies</li> <li>– Improved candidate and on boarding experience</li> <li>– Implemented internal retention programs</li> <li>– Increased graduate intakes</li> </ul>	<ul style="list-style-type: none"> <li>– Continue roll out of retention activities and wellbeing initiatives</li> <li>– Deliver caregiver development programs aligned to Mission and Values</li> <li>– Deploy Workday as key technology to improve the caregiver experience</li> </ul>
Enhance leadership development and formation	<ul style="list-style-type: none"> <li>– Revised leadership development program</li> <li>– Progressed succession planning</li> <li>– Embedded formation in clinical and non-clinical leadership development programs</li> </ul>	<ul style="list-style-type: none"> <li>– Rollout of 'Leading an Empowered Organisation' (LEO) to leaders and managers</li> </ul>
Develop wellbeing roadmap	<ul style="list-style-type: none"> <li>– Implemented mental health awareness training</li> </ul>	

# Building healthy communities

St John of God Health Care continues to invest in redevelopments at our existing hospitals to provide for expanded services and improvements to overall patient and caregiver experience.



Our building projects are a significant aspect of our commitment to strengthening the communities in which we operate. By providing new and innovative services, we can deliver our distinctive, quality care to more people.

## St John of God Richmond Hospital

### Redevelopment 2021-2024

- Construction works at St John of God Richmond Hospital commenced in 2021 for the redevelopment and expansion of the facility that, once complete, will see an increase in capacity to 112 private inpatient beds and the creation of a well-equipped wellness centre.
- Car park works were completed and officially opened in late 2022 with the new Wellness Centre officially opening in August 2023.
- Major refurbishment and expansion works will be progressively completed in separate stages with final works to be completed in mid-2024.

## St John of God Ballarat Hospital

### Redevelopment 2021-2024

- St John of God Ballarat Hospital commenced an expansion project in 2021 that will deliver a new medical services building containing two new operating

theatres, 30-bed inpatient unit and a new Intensive Care Unit (ICU) with three additional ICU beds.

- Internal reconfiguration works have been completed with an expected completion date of all expansion works in June 2024, ready for the new capacity to become available at the beginning of 2024-25.

## St John of God Geelong Hospital

### Maternity Centre development 2021-2023

- St John of God Geelong Hospital is creating a new Maternity Centre to cater for the growing obstetric demand in the Geelong region.
- The project is due for completion in late 2023 and will increase the obstetric capacity of the hospital through the creation of six new maternity rooms.

## St John of God Murdoch Hospital

### Refurbishment 2023-2024

- St John of God Murdoch Hospital has commenced two projects to reconfigure and expand the Emergency Department and expand the Endoscopy Unit.
- The Emergency Department reconfiguration will improve both the aesthetic and functionality of this important service while the Endoscopy Unit expansion will create an additional procedure





room, six additional recovery bays and a further shelled procedure room for future expansion. Both projects are due for completion in early 2024.

#### Hospital redevelopment planning

- Planning for the future growth of services and capacity at St John of God Murdoch Hospitals continued, including the expansion of new services and the carpark.

### St John of God Subiaco Hospital

#### Internal reconfiguration and enabling works 2020-2023

- St John of God Subiaco Hospital progressed its project stream to reconfigure and upgrade key functional areas in catering and sterilisation, increase service lift capacity and replace the main distribution board in preparation for future expansion works at the facility.

#### Hospital redevelopment planning

- Planning for the future growth and rejuvenation of St John of God Subiaco Hospital continued during the year with approval for the overall site development plan granted by the State Development Assessment Unit (SDAU) in mid-2023.
- Design work for the central engineering plant was completed during the year with the construction tender for this component of the work occurring in mid-2023 and an expected commencement date for works in early 2024. Design for a future new clinical block progressed with an expectation that final design and costing will be completed during 2024.

# Patient experience and clinical excellence

St John of God Health Care's ministry is expressed through the delivery of safe, high quality, person-centred care.







We have a strategic intent to become the best health care provider in Australia by 2025, with an underlying strategy that aligns with Australian Commission on Safety and Quality in Health Care (ACSQHC).

St John of God Health Care hospitals and services are accredited by the Australian Council on Healthcare Standards (ACHS) and consistently perform well against the National Safety and Quality Health Service (NSQHS) standards. In 2022-23, St John of God Subiaco and Murdoch Hospitals were successfully accredited.

In the coming financial year, mandatory short-notice assessments take effect and St John of God Health Care has undertaken multi-site preparedness activities to respond to future, more rigorous, safety and quality requirements.

We are also well prepared with our response to the enhanced focus on personalised, holistic care and the new comprehensive care requirements. Activities include multi-specialty hospital care plans, rolled out alongside caregiver training.

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

In 2022-23, we shifted away from the responsive pandemic health care environment and back towards a post-Covid-19 normality.

Core to this approach was the identification of key safety and quality priorities and a steadfast focus on a comprehensive work program across clinical safety, data insights and reporting, as well as a range of activities to improve patient experience and clinical care.

## Clinical safety

Medications safety was a key focus in the past year and we commenced a program towards holistic improvement in medications safety, spanning prescribing, administration and storage.

This included the implementation of an automated medical dispensing system, Pyxis® in all Western Australian procedural areas (e.g. theatres, catheter labs, endoscopy units) across the organisation, to reduce the risk of procedural errors in administering medication. A pilot of Pyxis® in the ward setting commenced at St John of God Bunbury Hospital to determine the benefits of group-wide ward implementation.

We also piloted an oncology information management system, CHARM, at St John of God Subiaco Hospital, which will provide for improved multidisciplinary patient management, specifically patient medication safety. We have approved plans to deploy this system to our remaining hospital network in 2023-24. In addition, we established a dedicated project working group to address the *Opioid Analgesic Stewardship in Acute Pain Clinical Care Standard*.

Having the right underlying culture is imperative to effectively implementing this standard and in 2022-23 medication safety training was reviewed and updated to incorporate lessons learnt from our core clinical indicators and serious medication errors.

From a surgical safety perspective, an organisation-wide sub-committee, with representation from nine hospitals, was established to focus on procedure matching.

St John of God Health Care also set up a dedicated project to review processes to identify sepsis within



## Patient experience and clinical excellence

emergency departments (EDs), as a result of a high-profile tragic sentinel event that occurred in a West Australian public hospital, prompting sector-wide reviews.

Falls are a key risk across the health care system, especially in the elderly and cognitively impaired, and we are continually seeking ways to reduce this risk. We implemented a range of strategies including the pilot appointment of a dedicated falls specialist at St John of God Midland Public and Private Hospitals, a pilot for night sensor lighting in bathrooms at St John of God Murdoch Hospital and standardised use of the 4AT delirium detection tool and behaviour chart to address cognitive impairment.

### Data collection, insights and reporting

Data collection, analysis and insights can greatly assist in the identification and remediation of systemic issues or risks. We have continued to invest in tools and processes that will better assist management and governance of key clinical risks.

This includes embedding a range of operational reports to enhance our safety insights, identify trends and to track changing patient profiles. Specifically this included the inpatient falls dashboard, complaints dashboard and Riskman, our clinical risk incident dashboard.



These dashboards are used by hospital-level clinical governance forums and at group-wide clinical governance meetings, to target interventions and reduce our patient safety risk.

We participate in clinical registries as a mechanism to enhance clinical safety. These large-scale databases collect information about a patient's health and the care they receive, which is then used to benchmark health care service delivery, monitor patient outcomes, and support research studies that answer important clinical questions. In the past year, we have progressed collection, reporting and feedback processes to identify and address unwarranted clinical variation to improve organisation-wide clinical performance and effectiveness.

It is our goal to establish credible and reliable public reporting of safety performance and we have a project underway to achieve this. A core principle of this project is to partner with health consumers to understand what and how this information should be presented, to improve knowledge and choice in making health care decisions. After our collaboration with the Consumer Health Forum in 2021-22, we established a set of consumer principles and guidelines, developed clinical indicators, and commenced development of digital designs and consumer friendly content. In the coming year we hope to roll out reporting through our website and commence regular reporting of core clinical safety indicators.

## In 2022-23:

# 4.8/5

### Overall treatment score

Consistently achieved 4.8 or above out of a possible 5 for the overall treatment and quality of care; mental health hospitals achieved 4.3 out of a possible 5 for client experience of care.

# 14

### Targeted registries

Expanded our participation to include all 14 targeted registries, enabling a whole of organisation view and greater insights for identification of best practice and opportunities for improvement across St John of God Health Care.

Refreshed virtual care roadmap to support our strategic intent to deliver more care outside the hospital walls. The new roadmap seeks to provide innovative health care solutions giving our patients greater choice while continuing to deliver an exceptional patient experience.

# 106

### Approved clinical research studies

Approved 106 studies in the financial year 2022-23.

Completed engagement with all hospitals on the 3Cs, a person-centred care program to complement our patient experience program of work.

# 77.4

### NPS score

Maintained an overarching organisational NPS score of 77.4 for private hospitals and 71.5 for all hospitals, showing consistency with and improvement on the prior year.

Progressed dedicated clinical audit uplift project to include a library of standardised audit tools to address organisational risk, National Standards, Policy, Clinical Care Standards and legislation.

Implemented malnutrition screening and audit tools and reviewed diet types and allergy rules to complement both the comprehensive care plan and the national room service project.

Awarded Excellence in Pastoral Care Award by Catholic Health Australia at St John of God Bendigo Hospital for pastoral support for those experiencing early pregnancy loss.

# Safety

Progressed range of surgical and medication safety initiatives.

Appointed Statutory Duty of Candour coordinator to respond to statutory requirements in Victoria, and undertook comprehensive review of policy and guidelines.

## Patient experience and clinical excellence

### Risk reduction programs

While we undertook a recruitment campaign that has been successful in reducing vacancies and strengthening our workforce, we are mindful that the global nature of the pandemic means our clinical vacancy rate requires ongoing monitoring and support.

A dedicated clinical audit uplift project was progressed and we established a library of standardised audit tools to address organisational risk, National Standards, Policy, Clinical Care Standards and legislation, providing contemporary, accessible, consistent guidelines for caregivers across all our sites and services.

St John of God Health Care is well known for the provision of maternity services, which are offered at 11 of our hospitals and form an important part of our identity. We are continually working to safeguard the health and wellbeing of mothers and babies. To maintain the highest level of antenatal and intrapartum care, the K2 Guardian foetal monitoring system underwent a large-scale software upgrade in this financial year, ensuring the highest standard of functionality for our midwives and obstetricians.

We continue to collaborate across our hospitals to ensure safe neonatal care, with our St John of God Subiaco Hospital team delivering advanced neonatal resuscitation training to our St John of God Geraldton Hospital doctors and midwives.

Hand hygiene, to reduce the risk of patient infection, continues to be an important focus and a consumer-led hand hygiene participation program *It's OK to Ask*, was rolled out across the organisation to support improvement in this simple but fundamental practice.

We developed step-by-step video demonstrations of high-risk transfusion procedures, reflecting best practice, to build caregiver skill in blood management. This builds on the training tools available to relevant caregivers and enhances patient safety.

### Person-centred care

Compassionate and person-centred care goes hand in hand with clinical excellence to provide a high quality health service and we place great emphasis on developing a culture that fosters this approach to patient care.

We have our own in-house person-centred care program called the 3Cs, (communication, connection, compassion), which we completed in our hospitals in 2022-23. The program specifically targets the translation of patient feedback into care quality improvement around the bedside and across a patient's journey.

Post pandemic, patients want greater opportunity to access our services, facilities and health care professionals outside the hospital walls. Telehealth, which was highly utilised from necessity during the pandemic, is now an embedded, and in some cases the preferred, option for health care consumers, who want to be empowered to find high quality health care solutions that optimise their quality of life in an environment of their choice.

Recognising this, we have refreshed our virtual care roadmap, to make our services more accessible to our patients. Our intention is to deliver virtual hospital care to our patients in their home or environment of choice. The program has commenced with virtual oncology services to patients in Bendigo where there

is a shortage of oncologists that would have required our patients to travel elsewhere for care. Patients are now remaining in our care in Bendigo and supported virtually by our oncologists in Melbourne.

In May 2022, voluntary assisted dying (VAD) legislation was passed in NSW and in the past 12 months we have been undertaking preparation for our response to the legislation that takes effect in November 2023. Our response is aligned to our ethics while meeting legislative requirements and ensures a commitment to quality, compassionate end of life care. We do not participate in voluntary assisted dying or provide these services however we do not impede a person from seeking information about voluntary assisted dying in our hospitals, respecting their right to do so.

Pastoral services are an integral component of the overall holistic care provided to patients, clients and families and a distinguishing feature of St John of God Health Care as a Catholic health care provider.

In 2022-23, we developed a refreshed pastoral services structure and career pathway to ensure the organisation has a highly competent and capable pastoral workforce into the future, ultimately benefitting those patients, clients, family and carers who receive pastoral care in our facilities.

The St John of God Bendigo Hospital pastoral team was recognised with the Excellence in Pastoral Care Award by Catholic Health Australia for their improvement project for pastoral support for those experiencing early pregnancy loss.

St John of God Health Care takes a holistic approach to healing and has a focus on arts and health to



provide a creative outlet during hospitalisation and promote health, healing and recovery.

## Research

Research is critical to achieving excellence. Research generates scientific, reliable evidence about which treatment options are most effective. That evidence should then guide clinical and policy decision making.

Most health care systems, both in Australia and internationally, contribute to research but this is often planned and conducted by external organisations such as universities. While this model has served the community well, there is sometimes disconnection between what university-based researchers want to study and what the health care system needs to improve patient outcomes.

St John of God Health Care established a national research function, under the leadership of Dr Steve Webb during the 2022-23 year and has identified goals for further research. The primary goal will be to generate evidence of best treatments and apply that evidence to improve patient outcomes as well as the efficiency of our health care system.

Secondary aims include that research can contribute to recruitment and retention of caregivers, enhancing our reputation in the general and clinical communities, providing access to treatment options that are available only through a clinical trial, and developing partnerships with external research organisations such as universities, medical research institutes and clinical trial networks.

We have been undertaking consultation with hospital



leadership, researchers, consumers and caregivers to identify areas of unmet need for our patients. The developing research strategy will likely involve the application of innovative research methods, including adaptive platform trials that can be embedded in routine care to generate evidence faster and more economically. As such, research will need to occur throughout all of St John of God Health Care in a coordinated and integrated way.

Identified areas of high priority include optimal management of psychological trauma, anaesthesia and perioperative medicine, orthopaedic surgery, and strategies to prevent and treat delirium. Development of research that applies to care provided by nurses, midwives, and allied health professionals has also been identified as being of particularly high priority.

Research is critical to achieving excellence. Research generates scientific, reliable evidence about which treatment options are most effective. That evidence should then guide clinical and policy decision making.



## Compassion —

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



# Our people

It is our people who are entrusted  
to care and bring our Mission to life.





Each day our caregivers continue the legacy of the Sisters of St John of God to provide a healing ministry of hope and dignity through the delivery of compassionate, person-centred care.

A snapshot of our workforce reveals that 50 per cent are professional nurses and midwives, and 80 per cent are female. Our workplace is where people can be themselves and feel they belong. Caregivers are welcome to identify their gender as they prefer, and to indicate this via the use of gender pronouns in email signatures.

Our caregivers have demonstrated great solidarity and resilience as we return to a more normalised work environment after the pandemic. We are mindful of the impacts of the past few years and have worked collaboratively across our hospitals and services to care for our patients and clients and our own people.

Our focus has been on reducing our vacancy rate, a global issue for health care organisations, and implementing retention and wellness programs to support and aid the health and wellbeing of people.

While there are still challenges in certain specialties, notably midwifery, theatre and anaesthetic nursing, St John of God Health Care has significantly reduced vacancy rates across all hospitals and services through a targeted, large scale national and international recruitment campaign. This included a highly targeted digital and public relations advertising campaign, and participation in 24 trade events and career expos targeting doctor, nursing, midwifery and allied health recruitment.

In the last two years we expanded our domestic recruitment to target international recruits, and in 2022-23 we launched a large-scale campaign focusing on the UK and Ireland.

This was supported by a highly successful six-week roadshow to showcase St John of God Health Care and undertake in-person recruitment and interviews to attract nurses and doctors for a range of specialties. We put together a global mobility incentives package for eligible international candidates that included assistance with Australian work visas with progression to permanent residency (where applicable), personalised meet and greet programs, and settling-in support and financial relocation assistance for those eligible.

Candidates attracted by our organisational culture, work opportunities and person-centred care focus are assessed to ensure Mission and cultural fit.

Our recruitment campaign has been very successful and 1,653 new doctors, nurses and midwives commenced in 2022-23. We supported 182 new clinical caregivers from overseas to relocate to Australia on sponsorship visas.

We also provide re-entry pathways for retired clinical practitioners or those who have left to seek other opportunities. We launched a re-entry to practice program for nurses and nine participants were progressing to employment by financial year-end.



We partner with 32 education providers and work hard to support and attract graduate nurses to ensure a qualified and highly skilled talent pool and workforce for the future. In the past year, 254 graduates commenced at St John of God Health Care, including 182 registered nurses, 63 enrolled nurses and nine registered midwives, at least half of whom had completed a student placement at one of our hospitals.

Retaining our caregivers, through workplace benefits and providing a nurturing and supportive work environment, is as important as recruitment.

While we ensure that we offer remuneration that is fair and competitive, we also recognise the importance of non-financial benefits including our employee assistance programs, subsidised wellness programs and salary

packaging opportunities as well as flexible working arrangements (where applicable) and initiatives that promote work-life balance. Fifty four per cent of our workforce works part-time, and a further 26 per cent are casual employees.

We seek to maintain an engaged and dedicated workforce and support the professional development of our people, provide careers paths and enhance caregiver wellbeing through a range of programs.

One of our fundamental principles is 'growing our own' and we have invested in a range of workforce initiatives designed to upskill our own people to ensure a strong and highly skilled workforce, support caregiver development and career pathways, and enable caregivers to make strong and positive contributions to the Mission of St John of God Health Care.

### Career and professional development

Among the opportunities for career development are a range of scholarships to support caregivers in clinical and management or leadership streams.

In late 2022, we announced the launch of the new St John of God Health Care Scholarship program to support clinical caregivers undertaking or intending to undertake undergraduate or postgraduate studies relevant to clinical practice, commencing with 19 successful applicants.

We have a particularly strong tradition in the provision of maternity services, which is integral to our identity. Midwifery has been particularly impacted by workforce shortages after Covid-19, and we have implemented a range of initiatives to address this, including:

- The inaugural Midwifery Scholarship, which fully funded 30 caregivers to gain a registered midwifery (RM) qualification
- The Student Employed Midwife Program, in which 32 registered nurses commenced
- Other maternity-related courses, which have supported a further 26 caregivers.

Through these programs we expect to have an additional 68 new midwives by the end of 2024.

The Sisters of St John of God generously sponsor a scholarship to female caregivers undertaking studies in leadership development or women's health (excluding midwifery). The scholarship is named after one of the founding Sisters of St John of God, Bridget Clancy, who played a key role in the establishment of the Order in Wexford, Ireland in 1895.



The Sister Bridget Clancy Scholarship for the Empowerment of Women through Education, accepted 24 applicants into the second cohort this year, reimbursing 100 per cent of their study costs, ensuring the continuation of the legacy and vision of the courageous women who founded St John of God Health Care.

We partner with a range of universities, including the University of Tasmania and the University of Notre Dame Australia to offer post-graduate courses that include clinical fellowships, mentoring programs, clinical leadership programs and similar programs, such as:

- The Pathways to Practice Allied Health Graduate Program, which was launched in 2022-23 commencing with 30 newly qualified allied health professionals in the pilot program
- The Clinical Preceptor Model to provide intensive clinical support and teaching to graduates and new caregivers
- Teaching on the Run facilitator training, a train the trainer approach to implement clinical supervisor/preceptor training locally at hospitals and services, to improve caregivers' clinical teaching skills and build confidence and competence in this area.

Continuous learning and ongoing development are fostered at St John of God Health Care and we have a range of programs to assist caregivers in their professional development.

In November 2022, we launched the Learning Forum, a learning and development governance committee. It identifies learning needs in an agile way and

prioritises them against strategic priorities, risk and/or workforce need. We have implemented 31 education programs since the forum was introduced. The Learning and Development Catalogue was launched in June 2023 to assist caregivers navigate the growing number of internal learning offerings available at St John of God Health Care.

## Safety and wellbeing

Caregiver wellbeing and wellness is an important area of focus, particularly in light of the challenges of the past three years. In April 2023, after extensive consultation across the organisation, we released a refreshed OHS and Wellbeing Policy Statement.

The new policy, signed by the Group CEO, Bryan Pyne, reflects our commitment to provide a safe and healthy working environment that is positive, productive and grounded in both ethical and legislative responsibilities. It recognises the importance of good mental health and wellbeing, leadership at all levels, a safe workplace culture, and engagement and collaboration with caregivers on health and safety matters impacting them.

Ensuring our people are safe and healthy at work is one of our most fundamental responsibilities. We promote a safety culture through training, communication and leadership and we highlight, encourage and recognise good practice through the Tony Howarth Awards for Leadership in Health, Safety and Wellbeing.

We continued to roll out the critical OHS risk program during 2022-23, starting with Occupational Violence and Aggression (OVH) and

Hazardous Substances. The program will continue to roll out through 2023-24, covering the remaining critical risks including Hazardous Energy, Confined Space, Working at Height, Manual Tasks and Vehicle and Journey Management.

Our OHS Management System was externally accredited in 2023 by Compass Assurance and we successfully migrated accreditation from BS OHAS 18001: Occupational Health and Safety Management System - Requirements and AS/NZS 4801: Occupational Health and Safety Management Systems to ISO 45001:2018 Occupational health and safety management systems, an internationally approved, best practice approach to health and safety and improved risk management.

Very pleasingly, our lost time injury frequency rate (LTIFR) continued to decline in 2022-23 from 6.11 to 4.60.

## Culture

We foster a culture that is Mission-led and aligned to our Catholic ethos, starting at the leadership level. The establishment of the Executive Leadership Team (ELT), comprising Group Directors and hospital and service CEOs was a significant decision made by management in 2023.

## Our people

The ELT's purpose is:

- Steering the realisation of St John of God Health Care's Vision and Mission
- Galvanising teams in line with the Vision, Mission and Strategy
- Discerning the most critical organisational issues
- Inspiring and modelling the desired organisational culture.

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

Gender diversity and inclusion especially at senior levels is also important. More than 80 per cent of our workforce is female. Of the Board, 27 per cent are female, including our Board Chair, and more than half the Group Services Management Committee, which reports to the Group CEO, are female.

Volunteers are an important part of our community, and 1,003 volunteers worked alongside us to ensure patients and visitors were as comfortable as possible in our care.

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

Each year, we focus on one of St John of God Health Care's five Values, to deepen understanding. The focus in 2022-23 was Excellence, and more than 88 per cent of caregivers completed the online *Excellence* module.

Formation is an important contributor to the realisation of our Mission and an increase in Formation activity was made possible due to easing of Covid-19 restrictions.



This helped to embed the value of Excellence throughout the year. Access to online opportunities continued alongside the return of face-to-face delivery of Formation, providing greater flexibility to caregivers.

We also saw a return to pre-pandemic leader Formation activity with more than 500 senior leaders completing three days of Formation.

*Voice of the Leader*, a bespoke Formation program, was developed during the year to provide the space for leaders to reflect on their experience through the pandemic, acknowledge their significant contributions to Mission and their hopes for the future.

As a Formation activity, immersion programs for leaders were taken up across services and hospitals in a variety of areas. Formal immersions into the role of Director of Mission were also offered to identify potential future leaders within these key roles in St John of God Health Care.

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

Ten caregivers are enrolled to complete Catholic leadership programs with the University of Notre Dame Australia and the Australian Catholic University with a new cohort of students to commence in 2023-24.

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

## In 2022-23:

1,653

### New doctors, nurses and midwives

A major national and international recruitment campaign employed 1,653 new doctors, nurses and midwives.

88%

### Caregivers

88 per cent of caregivers completed the online Excellence module.

182

### New clinical caregivers

We supported 182 new clinical caregivers from overseas to relocate to Australia on sponsorship visas.

>17,000

### People employed

We employed more than 17,000 people across Australia and New Zealand, with more than 3,900 new staff members hired.

>50%

### Nurses or midwives

More than 50 per cent of all our caregivers are nurses or midwives.

41

### Caregivers

We employed 41 caregivers with a disability.

Released a refreshed OHS and Wellbeing Policy Statement.

54

### Aboriginal and Torres Strait Islander caregivers

We currently employ 54 Aboriginal and Torres Strait Islander caregivers in a variety of roles across the organisation.

>500

### Senior leaders

More than 500 senior leaders completed three days of Formation.

1,003

### Volunteers

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

5,300

### Specialist doctors

are accredited to treat patients at our hospitals.

4.6

### (LTIFR)

Our lost time injury frequency rate (LTIFR) decreased to 4.6, continuing our downward trend.

Introduced the Learning Forum, a new learning and development governance committee.

Launched the new St John of God Health Care Scholarship program to support clinical caregivers undertaking or intending to undertake undergraduate or postgraduate studies relevant to clinical practice.



# Social responsibility

St John of God Health Care's *Our Vision* outlines the guiding principles that the organisation lives by.

This includes a strong focus on social justice in the Catholic Social Tradition, providing services to those in need, being responsive to changing needs of the community and taking our environmental responsibilities seriously.

These principles align with community expectations of organisations and businesses, and we seek to capture these in our environmental, social and governance (ESG) framework, which we see as a key enabler of our strategy and an important means of ensuring the responsible and sustainable stewardship of our ministry into the future.

In 2022-23, we reviewed current activities at St John of God Health Care preparatory to developing a formal ESG framework. The review demonstrated that significant work is already undertaken, and identified the opportunity to build and communicate a more holistic framework across all pillars.

The subsequent ESG framework was developed and endorsed by the Board and Trustees, and outlines an implementation plan for 2023-24 including stakeholder engagement and consultation, baseline measurement, gap analysis, an action plan with metrics and reporting and ongoing review.

## Building a safe, diverse and inclusive workplace and community

Excellence is one of our Values and our Value in focus for 2022-23. From a workforce perspective,

we look to create a workforce where caregivers are valued and respected, and where the principle of Catholic subsidiarity is upheld. We have zero tolerance for bullying and harassment and seek to foster inclusion, equality and diversity by identifying and eliminating structural barriers to joining our workforce.

In 2022-23, after a review of our *Disability Access and Inclusion Plan*, we created a working party and commenced developing an updated plan. The plan seeks to address the inequities faced by people with disability including access to employment opportunities within our organisation. As part of the process, we have consulted with our own disability service, St John of God Accord, and a range of disability community peak bodies to ensure our plan reflects contemporary views and practices. An important aspect of the plan will be the capture of the voice of our caregivers with lived experience of disability through the creation of a caregiver open forum.

We are working on the development of a new national *Reconciliation Action Plan (RAP)*.

An important enabler for this is greater Indigenous participation in the health care workforce.

St John of God Health Care partnered with the University of Notre Dame Australia to help increase the number of Indigenous doctors working in Australia's health care system. Under the partnership, St John of God Health Care provided \$160,000 in scholarship funding to support





four of the university's Indigenous medical students over the four years of their postgraduate degree program. The funding equates to \$10,000 per student per year, or \$40,000 per student over the full four years.

We also continue to support our Career Tracker intern program and for the summer placement for November to February, with four students rotating through the program, in Victoria and Western Australia.

St John of God Health Care also has a partnership with Cockburn Integrated Health and supports Aboriginal and Torres Strait Islander peoples with much needed ENT surgery at St John of God Murdoch and Subiaco Hospitals.

Our hospitals aim to provide a welcoming environment for all, including Indigenous Australians, through a variety of initiatives.

As an example, as part of our redevelopment at St John of God Richmond Hospital, residences have been named in honour of nearby places using place names of the traditional custodians, the Darug. Similarly, our federally funded Head to Health sites incorporate Aboriginal works of art and Noongar language throughout.

St John of God Midland Public and Private Hospitals have a particular focus, reflecting the composition of its catchment area, with an Aboriginal Health Service and an Aboriginal health strategy that seeks to ensure the hospital provides a culturally responsive health service, as recognised by the local Noongar community. The strategy has a framework with six focus areas and an Aboriginal Quality Improvement Committee to guide and progress the Aboriginal health strategy action plan.

We also seek to grow our partnerships with Indigenous suppliers through our procurement process, and have a number of initiatives under this program. Where an Indigenous business may not yet have acquired the scale or maturity required to be competitive, we seek partnering opportunities that will help them become more competitive. An example of this is our partnership with Kulbardi printing services.

St John of God Health Care supports *Uluru Statement from the Heart*. We issued a statement of support, listening to the call for recognition of the First Nations peoples and respectfully acknowledging the ancient, sacred and ongoing connection to the land and unbroken sovereignty that goes back more than 60,000 years.



### Community responsibility and support

Community need is an important lens for decision making at St John of God Health Care. Our Vision is explicit that we have a responsibility to those most in need. We refined our definition of unmet need during the year to assist in the identification and assessment and guide our organisational response in order to ensure we continue to reach those who are most vulnerable.

We continued to support vulnerable communities in 2022-23 by delivering free or low-cost community and social outreach services. We have built and expanded community partnerships throughout Australia, and with our near neighbours.

St John of God Health Care delivered more than \$28.9 million on specialist community mental health, homelessness and support services across Western Australia, Victoria, New South Wales as well as international health capacity development programs in Timor-Leste and Papua New Guinea.

In Timor-Leste, our International Health program provided development and training to 43 managers and executives through our *Health Managers Program*, further supporting our goal of empowering local health care providers to transform their health care system and culture. In addition, 612 nurses and midwives received core competency training, as part of the *Nursing and Development Program*, and a pilot project to promote hospital standards was implemented.

Our work in Timor-Leste expanded beyond the national hospital, with a pilot commencing at one of Timor Leste's municipal hospitals – Maubisse Referral Hospital – to deliver the nursing core competency training. This exemplifies our commitment to capacity development, confidence, capability and culture at the national hospital and into the regions.

St John of God International Health is continually improving its development programs through ongoing monitoring, evaluation and learning, including comprehensive follow up of training to understand program effectiveness. We use the Kirkpatrick Model of evaluation to ensure ongoing success of our capacity development approach, monitoring changes in practice resulting from our programs. Evaluation reports





and executive summaries of external, independent evaluations are available on our website.

We have provided financial support for the CatholicCare Victoria (CCV) Asylum Seeker Support Program (ASSP) since 2016. The ASSP provides transitional accommodation and psychosocial support to families and individuals seeking asylum in Melbourne and Ballarat. Secure housing provides asylum seekers with a foundation to rebuild their lives with a sense of security, independence and social wellbeing.

In 2022-23, St John of God Health Care contributed more than \$550,000 through our community responsibility programs, involving more than 30 different projects managed through our hospitals and services. These range from small to mid to large initiatives.

For example, St John of God Subiaco Hospital donates funds and equipment to a variety of organisations in support of developing nations and disadvantaged communities. Not-for-profit-groups assisted by the hospital include Rafiki Surgical Mission and Operation Rainbow, which provide life-changing reconstructive surgeries for paediatric patients in East Africa and the Philippines respectively.

The hospital also supports Australian Doctors for Africa, which was founded in 2005 by St John of God Subiaco Hospital orthopaedic surgeon Mr Graham Forward. Australian Doctors for Africa is improving the health and wellbeing of communities in Ethiopia, Madagascar, Somaliland and the Comoros through comprehensive teaching and training programs and infrastructure development.

St John of God Berwick Hospital, in partnership with Children First Foundation and orthopaedic surgeon Professor Ton Tran, facilitated travel and surgery for seven-year old Gerisha from Vanuatu. Gerisha, who was born with bilateral talipes, had her leg amputated when she was four following an earlier operation in Vanuatu. In Australia she received life-changing surgery of her remaining leg and a prosthetic leg on her amputated side. She is now able to walk, lead an independent life and achieve her wish to wear shoes for the first time.

*Our Social Justice Patient Concessions Policy* ensures we can respond to requests from caregivers, benevolent agencies, international aid agencies, hospital clinicians and management who have assessed that a patient needs treatment that is not available elsewhere. In 2022-23, we provided more than \$380,000 worth of treatment under this policy.

During 2022-23, St John of God Health Care provided more than \$245,000 in various forms of support to caregivers experiencing hardship through the *Caregivers Facing Hardship Policy*.

St John of God Health Care is an active participant in the communities in which our hospitals and services are located.

We actively contribute to the life of local Catholic communities, as outlined in *Our Vision*, through the sponsorship of the Catholic Education Art Awards, where we sponsor the Angelico Awards for visual arts, and the Performing Arts Award in Western Australia.

## Social justice initiatives

Celebrated 20 years of delivering compassionate care and support through our social outreach programs.

Delivered \$28.9 million in free or low-cost services specialising in community mental health, homelessness and support services, as well as international health capacity development programs.

Continued to build new partnerships with government and non-government organisations to support growth of services.

Delivered community mental health, homelessness and support services to 4,087 people and provided 48,487 nights of stable accommodation to clients through our Horizon House and Casa Venegas services.

Officially opened two new fully accessible homes for clients with a disability.

Published our third Modern Slavery Statement and established a multiple year roadmap to increase the awareness and maturity of our modern slavery practices across the supply chain.

## Social responsibility

We also sponsored the Catholic Mission Christmas Reflection in Western Australia and the Catholic Social Services Victoria Annual Dinner, are a member of the Advisory Committee to Caritas in the Perth archdiocese and we donate to the Archbishop of Perth's winter and Christmas appeals each year.

We continued as the major sponsor of The Mandorla Art Award, Australia's most significant thematic Christian art prize.

We also aim to contribute to the richness of our local communities more broadly.

St John of God Health Care supported the WA Youth Jazz Orchestra, WA Youth Orchestras, and the Black Swan State Theatre Company, in 2022-23. We also sponsored the WA Parliament Women's Hall of Fame, Leadership WA, CEDA (The Committee for Economic Development of Australia), and the WA Labor Roundtable. St John of God Health Care was also named the largest corporate team at the HBF Run for a Reason with 335 caregivers participating.

### Responsibility in our operations

We continue to work on initiatives to detect and eliminate the practice of modern slavery, which has been identified as a long-standing issue by the United Nations Human Rights Council and the Australian Government. We published our third *Modern Slavery Statement*, outlining our goals and progress and remain deeply focused on the eradication of this practice.



Much of our work involves working closely with our suppliers to provide education, reduce risk, apply principles of good corporate governance and ensure we work with organisations that foster like-minded cultures of ethics and responsibility.

St John of God Health Care has invested heavily in the past year in major projects to update and enhance our digital and technology systems, processes and platforms to improve caregiver productivity and efficiency and improve the patient experience, as part of our five-year *Digital Roadmap*.

The protection of patient and caregiver data and personal information is a high priority for St John of God Health Care. We recognise we have an important responsibility to safeguard and protect the information we hold.

Acknowledging the increasing threat in recent years as reliance on digital technologies continues to grow, especially following the pandemic, we have had a strong focus on strengthening our cyber security and response preparedness. We have enhanced our crisis management process to manage cyber events, developed a cyber playbook and business continuity plans, appointed a forensic partner and implemented technology improvements to reduce risk.

## Environment initiatives

We significantly increased our environmental initiatives in 2022-23, following on from the development of and endorsement by the Board of our Environmental Sustainability Roadmap (ESR) in September.

Building upon previous work across culture and leadership, environmental performance and climate change and with a focus on continuous improvement, we achieved the following:

Commenced development of an emissions reduction plan to meet emission reduction targets endorsed in the ESR.

Undertook detailed energy audits at selected hospitals, which identified further opportunities for energy efficiency improvements.

Developed a business case for the rollout of solar PV systems at strategic hospitals and obtained government funding for a PV system at St John of God Accord's Greensborough site.

Commenced integration of environmental and social standards into capital development frameworks and processes.

Continued to set up environmental committees within each hospital community and rolled out an environmental sustainability module within our internal learning and development framework.

Engaged a working party and commenced a review of anaesthetic gas usage across our services to assist the development of a plan to move to more environmentally friendly options.

Defined the sustainable procurement roadmap with the procurement and supply chain team.

Included climate change impacts to assets and services as a strategic organisational risk within our strategic risk profile.

Gained committee membership of the Laudato Si' Action Platform Working Group with Catholic Health Australia to drive collaboration and share initiatives within the Catholic Health space.

Total funds administered	SJGHC Contribution					
	2020/21	2021/22	2022/23	2020/21	2021/22	2022/23
Social Outreach	25,481,975	25,890,117	27,771,835	17,489,630	16,976,067	16,186,606
Community Responsibility	589,584	738,366	550,217	603,584	738,366	544,112
Patient Concessions	436,236	378,341	382,196	436,236	378,341	382,196
Caregivers Facing Hardship	218,222	153,485	245,026	218,222	153,485	245,026
	26,726,017	27,160,309	28,935,975	18,747,672	18,246,259	17,357,940





# Respect —

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



# 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 Murdoch Hospital Surgicentre
- St John of God Subiaco Hospital
- St John of God Subiaco Eye Hospital

Social Outreach

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

St John of God Foundation

St John of God Healthcare at Home

### 2. Bunbury

St John of God Bunbury Hospital

Social Outreach

- Horizon House
- South West Community Alcohol and Drug Service

South West Cancer Accommodation Centre

St John of God Healthcare at Home

### 3. Geraldton

St John of God Geraldton Hospital

Social Outreach

- Horizon House

### 4. North West

Horizon House Broome

## Victoria

### 5. Melbourne

Melbourne Office

Hospitals

- St John of God Berwick Hospital
- St John of God Frankston Rehabilitation Hospital
- St John of God Langmore Centre
- St John of God Accord
- St John of God Marillac

Social Outreach

- Raphael Services
- St John of God Healthcare at Home
- St John of God Foundation

### 6. Ballarat

St John of God Ballarat Hospital

Social Outreach

- Horizon House
- Mental Wellbeing Services
- Raphael Services
- St John of God Healthcare at Home

### 7. Bendigo

St John of God Bendigo Hospital

Social Outreach

- Horizon House
- Mental Wellbeing Services
- Raphael Services
- St John of God Healthcare at Home

### 8. Geelong

St John of God Geelong Hospital

Social Outreach

- Horizon House
- Raphael Services
- St John of God Healthcare at Home

### 9. Warrnambool

St John of God Warrnambool Hospital

Social Outreach

- Horizon House

## New South Wales

### 10. Sydney

Hospitals

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

Social Outreach

- Casa Venegas
- Raphael Services
- St John of God Foundation

## New Zealand

St John of God Hauora Trust

### 11. Christchurch

Community, Youth and Child Services

- St John of God Waipuna

Health and Ability Services

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

### 12. Wellington

Health and Ability Services

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

## Asia Pacific

Social Outreach services

### 13. Timor-Leste

Social Outreach

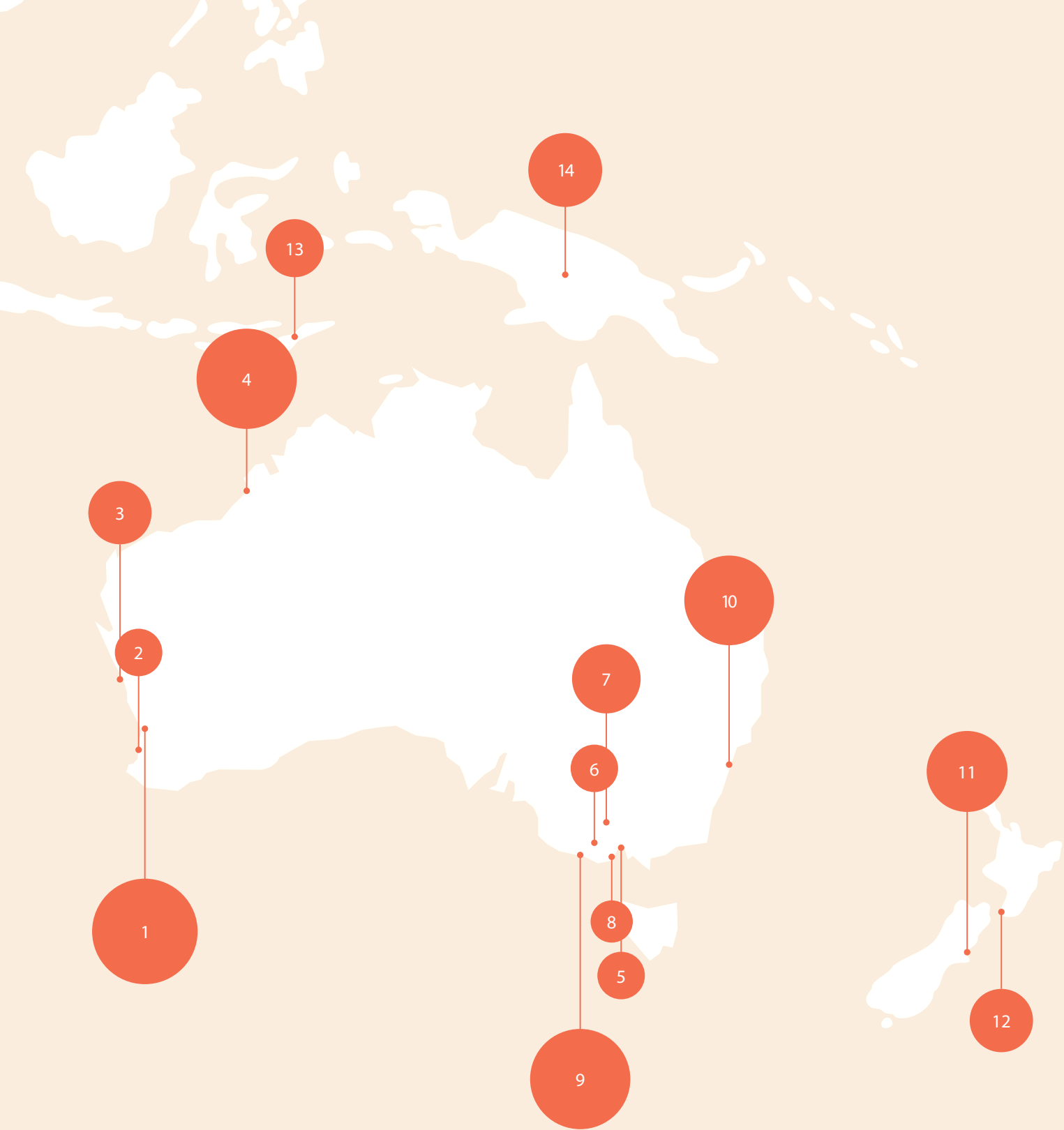
- Nursing Development Program

### 14. Papua New Guinea

Social Outreach

- Mental health support service







# St John of God Accord

Established: 1953

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

Chief Executive Officer:  
Ms Silvana Guliandolo (Acting)

Caregivers: 578

Clients: 1208

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



## Highlights

- Relaunched evidence-based Person Centred Active Support (PCAS) across all accommodation homes to support clients to increase their independence, support everyday choice and promote active engagement, providing significant positive outcomes for our clients.
- Grew NDIS Employment Services by 118 per cent in one year with 37 new clients accessing the service at the Greensborough and Frankston sites.
- Participated in a pastoral care research project with the results demonstrating the positive impact of pastoral care for clients in accommodation.
- Received \$192,000 Carers Grant from the Department of Families Fairness and Housing (DFFH) to provide support to carers (parents / family members) who have children with disabilities living in the family home.
- Acquired four new HomesVic homes in the eastern suburbs of Melbourne.
- Opened two fully accessible, improved liveability homes in the western suburbs for six St John of God Accord clients in collaboration with St John of God Marillac Specialist Disability Accommodation.
- Embedded clinical excellence with clinical nurse consultant overseeing quality of health assessment and management, and *Management of Dysphagia Project* implemented to support mealtime management needs and reduce serious harm to clients from swallowing-related issues.

## Year ahead

- Review opportunities to expand services in west of Melbourne; grow client base across community campuses; increase NDIS employment services in Greensborough and Frankston.
- Provide six St John of God Accord clients with access to St John of God Marillac Specialist Disability Accommodation's (SDA) fully accessible and improved liveability new homes in Melbourne's western suburbs.
- Working with partners, refresh business planning for existing accommodation sites including reviewing funding models to refurbish housing stock and seeking strategies to enhance and redevelop existing accommodation homes.
- Support Independent Living (SIL) finance project to support clients in our accommodation services achieve SIL NDIS funding more appropriate to their support needs.
- Develop a marketing strategy to address vacancies across accommodation homes and launch additional social media platforms to improve communication.
- Introduce Work Safe Guardian (WSG) app into areas of high risk for key sole caregivers in individualised services and allied health.



# 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: 1,020
Beds: 232
Theatres and procedure rooms: five operating theatres, one endoscopy room, one catheter laboratory.
Accredited doctors: 207
Doctors directly employed: 20
Services: twenty-four-hour emergency department, intensive care and coronary care, obstetrics and gynaecology, special care nursery, rehabilitation unit with 30 dedicated beds, oncology unit and day infusion centre, elective and day surgery, outpatient services.
Patient net promoter score as at 30 June: 78.5



## Highlights

- Expanded robotic surgery adding the VELYS™ robotic-assisted solution for knee replacements and the MAKO™ surgical robot for knee and hip replacements. The first VELYS™ surgery was undertaken in February and the first MAKO™ hip and knee replacements in April.
- Accepted largest ever intake of new graduate nurses to support perioperative, intensive care unit, emergency department and ward areas.
- Opened a new central sterilising services department on 8 May.
- Opened a new pathology laboratory on 9 September.
- Achieved significant progress on the Ballarat redevelopment project.

## Year ahead

- Complete and open new hospital redevelopment.
- Open new hybrid lab in September 2023.
- Implement à la carte room service catering model for all patients allowing them to order meals and snacks from a restaurant style menu at times that suit them.
- Extend recruitment campaign to enable service expansion across the hospital.

# St John of God Bendigo Hospital

Established: 1965

Locations: 133-145 Lily Street,  
Bendigo, Victoria

Chief Executive Officer:  
Mr Michael Hogan

Medical Advisory Chair: Dr Joris Mekel

Caregivers: 687

Beds: 167

Theatres and procedure rooms: seven

Accredited doctors: 180

Doctors directly employed: 20

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

Net Promoter Score as at 30 June: 83.6



## Highlights

- Completed the hospital's 2023-2025 Strategic Plan.
- Introduced a MAKO™ robotic-assisted solution for orthopaedic procedures.
- Completed and opened onsite sessional consulting suites.
- Implemented a successful media advertising campaign promoting the hospitals services.
- Finalised and implemented an agreement with Bendigo Health to deliver public surgical waitlist services.

## Year ahead

- Complete central sterilising services department redevelopment.
- Progress the introduction of onsite radiotherapy services.

# St John of God Berwick Hospital

Established: 1910
Locations: 75 Kangan Drive, Berwick, Victoria
Chief Executive Officer: Ms Lisa Norman
Medical Advisory Chair: Dr Mark Tarrant
Caregivers: 1,078
Beds: 202
Theatres and procedure rooms: eight operating theatres, one catheter laboratory.
Accredited doctors: 901
Doctors directly employed: five
Services: special care nursery, obstetrics, day oncology and infusion, elective surgery, endoscopy, palliative care, ICU, cardiac care, rehabilitation, cardiovascular catheter laboratory, pastoral care, day surgery, chest pain clinic, Moses Holmium Laser, Mako™ Robot, da Vinci Xi Robot.
Patient net promoter score as at 30 June: 83.3



## Highlights

- Opened a cardiac diagnostic clinic to enhance community access and allow timely diagnosis and intervention of cardiac disease.
- Celebrated the fifth anniversary of opening of St John of God Berwick Hospital at the Kangan Drive site.
- Continued planning for the next stage of redevelopment to enable the delivery of new and expanded services and facilities to respond to our rapidly growing community.
- Changed the life of international patient Gerisha, aged seven, whose bilateral talipes was corrected through a social outreach funded surgery performed by Professor Ton Tran, facilitated in conjunction with Children First Foundation.
- Upgraded Theatre B to allow for more complex theatre cases to be performed, allowing for an increase in surgical capacity.

## Year ahead

- Consider establishing a renal dialysis service.
- Continuing masterplanning for future development of services.
- Implement à la carte room service catering model for all patients allowing them to order meals and snacks from a restaurant style menu at times that suit them.



# St John of God Bunbury Hospital

Established: 1927

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

Chief Executive Officer:  
Mr Jeffrey Williams

Medical Advisory Chair:  
Dr Brendan O'Dea

Caregivers: 597

Beds: 145

Theatres and procedure rooms: five theatres and one cardiac interventional laboratory.

Accredited doctors: 322

Doctors directly employed: seven

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: 73.2



## Highlights

- Focused on caregiver leadership and accountability by launching the Speaking up for Safety program, with 27 caregivers completing the leadership programs.
- Implemented new technology, becoming one of the first hospitals in Western Australia to introduce the VELYS™ robotic-assisted solution for orthopaedic procedures in February and replacing and upgrading the angiography machine in the catheterisation lab.
- Provided 855 orthopaedic hip and knee replacement surgeries in 2022-23, an increase of 224 procedures from the previous financial year.
- Celebrated the hospital's 95th anniversary on 6 December.
- Celebrated 25 years of providing cancer care to the South-West community on 19 May.
- Opened and blessed the St John of God Bunbury Specialist Centre on 31 March.

## Year ahead

- Work closely with Bunbury Regional Hospital to progress redevelopment works across the campus.
- Work with WA Country Health Service to review the three public clinical service agreements currently provided by St John of God Bunbury Hospital.
- Implement à la carte room service catering model for patients allowing them to order meals and snacks from a restaurant style menu at times that suit them.
- Initiate a comprehensive caregiver wellbeing and retention strategy.
- Continue major recruitment drive and focusing on strategy of 'growing our own'.
- Continue service and master planning in the south east, including Vasse.

# St John of God Frankston Rehabilitation Hospital

Established: 2004
Locations: 255-265 Cranbourne Road, Frankston, Victoria
Chief Executive Officer: Ms Lisa Norman
Medical Advisory Chair: Dr Mark Tarrant
Caregivers: 213
Beds: 60
Theatres and procedure rooms: Nil
Accredited doctors: 32
Doctors directly employed: one
Services: specialist neurological, cardiac, orthopaedic and movement disorder (including Parkinson's disease) rehabilitation programs, as well as general programs for patients recovering from surgery, accidents, or injury.
Patient net promoter score as at 30 June: 81.6

## Highlights

- Achieved Australian Council on Healthcare Standards (ACHS) accreditation.
- Introduced the *Hello...My Name Is* initiative, an international program that promotes more compassionate care for patients in the health care system, which was rolled out across all south east Melbourne hospitals to improve our patient experience and live the organisation's Values.
- Introduced the Proactive Parkinson's program.
- Promoted Arts in Health with an art and music therapy showcase event.
- Provided valuable support to public health for rehabilitation and palliative care to meet increased community demand.

## Year ahead

- Establish new Fatigue Clinic.
- Establish a Spasticity Clinic.
- Commence programs in retirement villages to enhance quality of life and prevent falls.
- Implement à la carte room service catering model, allowing patients to order meals and snacks from a restaurant style menu at times that suit them.



# St John of God Geelong Hospital

Established: 1905

Locations: 80 Myers Street,  
Geelong, Victoria

Chief Executive Officer:  
Mr Stephen Roberts

Medical Advisory Chair: Mr Richard Grills

Caregivers: 1,267

Beds: 284

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

Accredited doctors: 349

Doctors directly employed: 83

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

Net Promoter Score as at 30 June: 79.6



## Highlights

- Implemented à la carte room service catering model in August, delivering significant uplift in patient experience.
- Significantly enhanced orthopaedic program with introduction of additional robotic platforms to include, MAKO™, VELYS™ and ROSA® allowing us to be the first hospital to offer the most comprehensive orthopaedic robotic program in Australia.
- Launched the medical student placement program in partnership with the University of Notre Dame Australia.
- Commenced master planning for future expansion of hospital facilities and infrastructure.
- Expanded the graduate nursing program to accept our largest ever intake of more than 30 graduate nurses, part of our initiative to develop a skilled future workforce.

## Year ahead

- Undertake upgrade of endoscopy reprocessing department in Day Surgery Centre to comply with safety standard AS/NZS 4187:2014.
- Enhance breast services with introduction of Magseed marker technology, designed to accurately guide surgeons to the exact location of a breast cancer lesion.
- Complete \$7.5 million maternity unit upgrade.
- Undertake feasibility study for the relocation and expansion of the day oncology unit.



# St John of God Geraldton Hospital

Established: 1935

Locations:  
12 Hermitage Street, Geraldton

Chief Executive Officer: Mr Phillip Balmer

Medical Advisory Chair: Dr Aman Singh

Caregivers: 195

Beds: 60

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

Accredited doctors: 70

Doctors directly employed: one

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

Patient net promoter score as at  
30 June: 83.2



## Highlights

- Increased activity from 6,087 to 6,704 separations (10 per cent). The largest increase was in surgical separations with an increase of 731.
- Strengthened the working relationship with WA Country Health Service through collaboration and active support:
  - Increased public admissions from 148 to 242, and more than doubled number of monthly medical admissions.
  - Increased surgical public admissions by 22 per cent for the first six months of 2022-23, with biggest increase in orthopaedics (131 per cent), and general surgery (88 per cent).
  - Added monthly ENT public lists.
- Resolved recent maternity workforce challenges and addressed inefficiencies within the unit by increasing use of the ward for gynaecology and female day surgery admissions and supported 195 mothers, babies and partners in the maternity unit.

## Year ahead

- Progress perioperative redevelopment and expand access through perioperative modifications so the minor procedure room use can be expanded to ophthalmology and dental patients in addition to its current use for endoscopy.
- Build and strengthen caregiver engagement.
- Develop skillset of caregivers in both nursing, medical and midwifery to improve local access to maternity, surgical care, and acute medical care – both ambulatory and inpatient, in order to reduce barriers faced when seeking medical care.
- Achieve Australian Council on Healthcare Standards (ACHS) accreditation.

# St John of God Hauora Trust

Established: 2008

Locations: New Zealand

Chief Executive Officer: Ms Sarah Hillier

Caregivers: 320

Services: Residential care services for people living with physical and neurological disabilities through our Health and Ability Services (St John of God Halswell, St John of God Karori, St John of God Addington, St John of God Rolleston, St John of God Clouston Park and the Granada Centre for Transitional Rehabilitation).

Our Community, Youth and Child Services support vulnerable young people with a range of wrap-around social services focused on achieving personal growth and development. This includes delivery of social work support, mental health and wellbeing counselling services, pregnancy and parenting support and education, and Adventure Therapy services for young people at risk and young people who have offended. The service also operates an early childhood centre, Little Owls Preschool.



## Highlights

- Supported 163 clients living with disability or tangata whaikaha with residential care and rehabilitation services in Canterbury and Wellington.
- Delivered transitional rehabilitation support to 34 clients in their journey towards community living, including 469 hours of Supported Independent Living assistance in the community.
- Appointed a General Manager Health and Ability Services, completing the Organisational Redesign Project for Health and Ability Services.
- Delivered youth mental health, social work support, reintegration and Adventure Therapy services as well as pregnancy and parenting education support to 768 young people at St John of God Waipuna.
- Secured Transitional Housing provider status with the Ministry of Housing and Urban Development, supporting young parents via the HOPE social housing program.
- Coordinated fundraising program that delivered \$660,000 in grants and philanthropic support during the financial year.

## Year ahead

- Develop sustainability plan to improve operational efficiency and the sustainability profile of the organisation.
- Progress the planning and development of the Lucena Development project that would add 24 rooms of residential disability support capacity in Christchurch.
- Implement internal review for Southern Region of Health and Ability Services and Early Childhood Education service.
- Appoint cultural advisor or kaumatua for the organisation to support the development of Māori and Pasifika caregivers.

# St John of God Hawkesbury District Health Service

Established: 1996

Locations: 2 Day Street, Windsor

Chief Executive Officer:  
Mr Strephon Billinghurst

Medical Advisory Chair: Dr Ralph Nader

Caregivers: 709

Beds: 131

Theatres and procedure rooms:  
three operating theatres and one  
procedure room

Accredited doctors: 89

Doctors directly employed: three

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

Patient net promoter score as at  
30 June: 68.1

## Highlights

- Implemented electronic discharge summary system for the Emergency Department and hospital wards, enabling patient care information to be sent directly to their general practitioner on discharge.
- Continued to expand graduate nursing program with the introduction of two new graduate pathways into midwifery.
- Installed a new hospital-wide air conditioner system to improve patient and caregiver comfort, also increasing energy efficiency.
- Employed a health staff nurse to provide caregivers with timely access to vaccinations and improve occupational health and safety within the workplace.

## Year ahead

- Progress the Central Sterilising Services Department refurbishment.
- Complete work with the Nepean Blue Mountains Local Health District on the clinical services plan, to respond to health care needs in the changing environment.
- Further develop relationships of trust and collaboration with our culturally and linguistically diverse community, including providing access to culturally inclusive spaces such as multi-faith prayer rooms.
- Renew/extend the services agreement with Nepean Blue Mountains Local Health District/NSW Health for public patient services.





# St John of God Healthcare at Home

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Established: 2009

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

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Chief Executive Officer:  
Ms Leanne Merchant

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Caregivers: 188

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

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Patient net promoter score as at 30 June: 80.0

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## Highlights

- Relocated main office to 40 Hasler Road, Osborne Park.
- Refreshed strategic priorities and developed a strategic action plan with a focus on five key activities.
- Commenced maternity home visiting services in Berwick and Geelong.
- Upgraded the telephone system as a foundational improvement activity.

## Year ahead

- Replace patient administration management system.
- Review service contracts to determine areas for growth, reduction or cessation.
- Expand rehabilitation in the home services in alignment with broader St John of God Health Care strategies.
- Contribute to the *Virtual Care Roadmap* by identifying innovative models of care to optimise our geographical reach and flexibility for patients.



# St John of God Langmore Centre

Established: 2022
Locations: 3 Gibb Street, Berwick, Victoria
Chief Executive Officer: Ms Linda Allen
Medical Advisory Chair: Dr Mark Tarrant
Caregivers: 174
Beds: 60
Theatres and procedure rooms: one electroconvulsive therapy (ECT) suite
Accredited doctors: 59
Doctors directly employed: one
Services: Inpatient acute psychiatry and drug and alcohol recovery, detoxification and rehabilitation, day patient programs, private psychiatry, outpatient psychology, dialectic behaviour therapy (DBT) program, community mental health, inpatient and outpatient perinatal mental health.
Patient net promoter score as at 30 June: 56



## Highlights

- Opened St John of God Langmore Centre, Berwick in August 2022, after relocating the hospital from St John of God Pinelodge Clinic, Dandenong.
- Opened Parent and Infant Unit in January 2023.
- Undertook successful psychiatrist recruitment campaign to support inpatient activity.
- Achieved strong visiting medical officer engagement.
- Commenced volunteer program.

## Year ahead

- Continue to expand services to the community through good clinical practice and engagement with patients, psychiatrists and the community.
- Increase number of day programs offered.
- Commence Community Wellness Program utilising funds raised by St John of God Foundation.
- Consider the addition of specialist inpatient programs for areas of specialty treatment such as ADHD, OCD and trauma.
- Introduce gardening as an option in the inpatient therapeutic program.

# St John of God Marillac

Established: 2017

Locations: 28 homes across metropolitan Melbourne.

Group Director of Community Services:  
Mr Michael Hogan (Acting)

Caregivers: six

Services: St John of God Marillac is a provider of Specialist Disability Accommodation for 28 homes across metropolitan Melbourne. In addition, St John of God Marillac provides infrastructure and maintenance support to 18 disability service sites and properties operated by St John of God Accord. St John of God Marillac works closely with St John of God Accord and, where required, other providers of Supported Independent Living (SIL) to ensure client matching and compatibility in homes is optimal.



## Highlights

- Built four brand new fully accessible specialist disability accommodation homes in the eastern and western suburbs of Melbourne. These will be home to twelve individuals living with disabilities.
- Executed long term lease agreements with the Catholic Archdiocese for two sites in Melbourne's western suburbs.
- Appointed an Intake Coordinator to manage specialist disability accommodation (SDA) applications for families and services.
- Commenced development and building of the next two homes for our clients.
- Established an infrastructure team to oversee all St John of God Marillac accommodation homes and St John of God Accord infrastructure needs.

## Year ahead

- Complete additional new SDA fully accessible homes in the western and northern suburbs of Melbourne.
- Working with partners, progress the refurbishment, and rebuild of existing accommodation homes to meet SDA standards.
- Invest in a fully leased vehicle fleet that will include hybrid and electric cars.



# St John of God Midland Public and Private Hospitals

Established: 2015

Locations: 1 Clayton St, Midland, Western Australia

Chief Executive Officer: Mr Paul Dyer

Medical Advisory Committee Chair: Dr Maria Foundas

Caregivers: 2,877

Beds: 367

Theatres and procedure rooms: nine theatres and three procedure rooms

Accredited doctors: 390

Doctors directly employed: 243

### Services:

- Public: allied health, emergency care, general medicine, general surgery, geriatric and aged care, maternity, medical specialties, mental health, neonatology, outpatient clinics, paediatrics, pharmacy, radiology, intensive care, stroke and adult/aged rehabilitation.
- Private: aged care medicine, bariatric surgery, cardiology, diabetology, ear, nose and throat, endocrinology, gastroenterology, general medicine, general surgery, gynaecology, haematology, infectious disease, neurology, oncology, ophthalmology, oral maxillofacial surgery, orthopaedic surgery, paediatric gastroenterology and hepatology, paediatric surgery, pain management, plastic surgery, radiology, renal medicine, respiratory medicine, sleep medicine, stroke medicine, urology, vascular surgery.

Patient net promoter score as at 30 June: 68.8



## Highlights

- Established a nine-bay Ambulatory Emergency Care Unit (AECU) to reduce waiting times, improve flow, avoid unnecessary overnight admissions and enhance the patient experience, with the official opening facilitated by the Hon Amber Jade Sanderson, WA's Minister for Health and Mental Health, in November.
- Implemented the Kyra Flow system to enhance digital visibility of patients and allow for live tracking of departmental capacity.
- For the first time since 2020, granted \$19,625 to nine local community groups for a range of grassroots projects to support mental and physical health and wellbeing under the St John of God Midland Private Hospital's Community Wellbeing Grants.
- Became the first hospital in Western Australia to achieve full Australian Stroke Coalition Unit Certification.
- On 15 July 2022, closed the Covid-19 Clinic, which played an important role for more than two years in supporting the Covid-19 response in Western Australia and was one of the busiest clinics in Perth with 107,187 swabs taken. Clinic operations were supported by approximately 30 nurses as well as security officers, administration staff and cleaners.
- Introduced a new General Medicine Model of Care (GMMoC) in April, to enlarge the public medical teams and replace the previous location/ward-based model of care, with aim of improving quality of patient care, continuity and experience, and enhancing caregiver workplace satisfaction.

## Year ahead

- Progress the hospital's redevelopment plans to expand the Emergency Department, including the construction of a Mental Health Emergency Centre to adequately service the needs of the community.
- Progress plans to construct a standalone private hospital.
- Achieve full implementation of patient flow and electronic task management software across the hospital and electronic triage software in the Emergency Department.

# St John of God Mt Lawley Hospital

Established: 1937

Locations: Thirlmere Road, Mt Lawley,  
Western Australia

Chief Executive Officer:  
Ms Vanessa Unwin

Medical Advisory Chair: Dr Paul McRae

Caregivers: 853

Beds: 205

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

Accredited doctors: 534

Doctors directly employed: 14

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.

Patient net promoter score as at  
30 June: 78.2



## Highlights

- Implemented à la carte room service catering model for all patients allowing them to order meals and snacks from a restaurant style menu at times that suit them.
- Continued to grow the hospital's workforce capacity through recruitment and training initiatives, including the introduction of a fast-track anaesthetic and scrub scout program and the development of a partnership with TAFE to build career pathways for anaesthetic technicians.
- Established an interventional pain service, and recruited 21 new surgical visiting medical officers thereby growing orthopaedics, general surgery and gynaecology specialities.
- Continued to strengthen the hospital's partnership with the public hospital sector by accepting patients for orthopaedic surgery and renegotiating contracts for mental health and rehabilitation services.
- Improved patient experience through the progression of patient room refurbishments and the introduction of a Nurse Manager of Workforce and Patient Flow.

## Year ahead

- Prepare for accreditation against the National Safety and Quality Health Service (NSQHS) Standards.
- Continue to grow surgical and procedural services, increasing capacity and upgrading technology.
- Deepen the hospital's partnership with the Aboriginal Advisory and Consumer Advisory Groups to gain a better understanding of the community's expectations, and to support service improvements.
- Complete the Clinical Services Plan and site Master Plan.

# St John of God Murdoch Hospital

Established: 1994

Locations: Barry Marshall Parade,  
Murdoch, Western Australia

Chief Executive Officer:  
Mr Michael Salter (Acting)

Medical Advisory Chair:  
Professor Peter Bremner

Caregivers: 2,410

Beds: 510

Theatres and procedure rooms:  
16 operating theatres, five endoscopic  
procedure rooms, two angiography  
procedure rooms, two operating suites  
in Surgicentre.

Accredited doctors: 993

Doctors directly employed: 100

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

Patient net promoter score as at  
30 June: 78.8



## Highlights

- Improved theatre activities through the PERFORM project which focused on building capacity with theatre caregivers to align behind a shared vision, developing a culture of continuous improvement and standardising key processes, resulting in improvements in workplace culture and key KPIs, including on-time starts.
- Rolled out a surgical safety process in 16 theatres by implementing a streamlined surgical safety checklist and key visual aids to improve patient safety in theatre; this included processes developed by key doctors to reduce checklist fatigue and ensure the right checks are in place at critical moments, and implementation of visual boards to store consent forms and enable key patient data to be recorded.
- Introduced new theatre technology by adding the VELYS™ robotic-assisted solution for knee replacements and the Faxitron Trident® HD portable mammogram machine.
- Implemented the medication automation system Pyxis™ across theatre, endoscopy and angiography suite.
- Fitted out and opened a fully functioning isolation ward, ensuring the hospital's preparedness for future outbreaks of Covid-19 or similar infectious diseases.
- Expanded wellbeing initiatives by rolling out a number of safety and wellbeing initiatives throughout the year including a caregiver-led project to introduce a permanent caregiver wellbeing dog to spend time with caregivers throughout the week, a WA first in the hospital setting, and a Thrive initiative.

## Year ahead

- Complete the redesign of the Emergency Department, including an expansion and refurbishment of the waiting area, new triage area, admissions space and examination rooms and revamped and extended flight deck.
- Expand endoscopy including a new procedure room and additional patient beds, refurbishment of recontamination area and installation of new scope drying cabinets into each procedure room.
- Upgrade patient entertainment system by increasing the system capability so patients can cast devices directly to the television screen.
- Commence an on-ward trial for tablet and room service ordering.



# St John of God Social Outreach

**Established:** 2002

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

**Chief Executive Officer:**  
Ms Susan Cantwell

**Caregivers:** 237

**Services:**

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



## Highlights

- Achieved re-accreditation against the QIC Quality Innovation Performance Health and Community Standards and inaugural accreditation against the National Standards for Mental Health Services.
- Succeeded in tender for three new Head to Health centres meaning Social Outreach will operate four such services in Western Australia.
- Reduced client survey length and introduced new options to provide feedback across community mental health and homelessness and support services.
- Commenced new program within Mental Wellbeing Services to provide psychological treatment to aged care residents in the Bendigo region.
- Awarded membership of the Australian Council for International Development (ACFID) Code of Conduct. For more information on this and other international health initiatives (including ACFID compliant Financial Report), see <https://www.sjog.org.au/about-us/community-services/international-health>.

## Year ahead

- Refresh models of care in response to changing client and community needs.
- Embed person-centred care program across all services.
- Work towards Department of Foreign Affairs and Trade (DFAT) accreditation.
- Develop and implement Social Outreach-wide service level and local stakeholder engagement plans.
- Extend core competency program and hand hygiene standards program into the municipality of Maubisse, Timor Leste.

# St John of God Richmond and Burwood Hospitals

## Highlights

- Achieved significant progress on the Richmond redevelopment project with demolition and ground works completed and new buildings erected.
- Strengthened our partnership with local Aboriginal community through the naming convention for the new residences in the Richmond redevelopment. The Darug language names are significant places along the Dhurabang (Hawkesbury) River: Yarramundi, Marang ngurra, Gulamada, Dhurabang.
- Developed a female veterans and first responders program for those affected by occupational trauma.
- Partnered with consumers through surveys and focus groups in the service areas of: inpatient programs, day programs, alcohol and other drugs, and female veterans and first responders to improve their experience and recovery.
- Reviewed allied health services across the service including programs, processes and referral management to identify improvements and service development.
- Developed a strategy for workforce development including specialised mental health advanced skills training and succession planning.

## Year ahead

- Commission the new St John of God Richmond Hospital
- Maintain our focus on recovery post the impact of the Covid-19 pandemic.
- Enhance offerings of day programs via different funding streams such as private partnerships, NDIS and private psychology clinics.
- Sustain our focus on strong partnerships and engagement of additional psychiatrists.

## St John of God Richmond Hospital

Established: 1952

Locations: 177 Grose Vale Road, North Richmond, New South Wales

Chief Executive Officer:  
Mr Colman O'Driscoll

Medical Advisory Chair:  
Dr Jeffrey Bertucen

Caregivers: 176

Beds: 88

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

Accredited doctors: 35

Doctors directly employed: four

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

Patient net promoter score as at 30 June: 76.2



# St John of God Burwood Hospital

Established: 1958

Locations: 13 Grantham Street, Burwood, New South Wales

Chief Executive Officer:  
Mr Colman O'Driscoll

Medical Advisory Chair:  
Dr Nicholas Di Ciaccio

Caregivers: 203

Beds: 95

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

Accredited doctors: 48

Doctors directly employed: seven

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

Patient net promoter score as at 30 June: 59.7





# St John of God Subiaco Hospital

Established: 1898
Locations: 12 Salvado Road, Subiaco, Western Australia
Chief Executive Officer: Ms Tina Chinery
Medical Advisory Chair: Dr Michael Gannon
Caregivers: 2,145
Beds: 550
Theatres and procedure rooms: 17 main theatres, two cardiac and vascular intervention laboratories, short stay unit with three theatres and one procedure room, endoscopy suite with three procedure rooms, Subiaco Eye Hospital with three theatres, minor procedure unit with two minor procedure rooms.
Accredited doctors: 1,014
Doctors directly employed: 114
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, eye hospital.
Patient net promoter score as at 30 June: 76.5



## Highlights

- Achieved accreditation against the eight National Safety and Quality Health Services (NSQSHS) Standards. All standards were met and assessors praised caregivers’ commitment to providing safe, high quality care with compassion.
- Progressed initial refurbishment of the hospital as stage one of the redevelopment.
- Received approval for the redevelopment masterplan from the Western Australian Planning Commission.
- Implemented à la carte room service catering model for all patients allowing them to order meals and snacks from a restaurant style menu at times that suit them. Previously only available to maternity patients.
- Transitioned the St John of God Wembley Day Surgery to St John of God Subiaco Eye Hospital, creating a dedicated ophthalmology facility equipped with operating theatres and technologies.

## Year ahead

- Progress with the commencement of stage two of the hospital redevelopment in late 2023.
- Open a second dedicated pain theatre in late 2023, in response to growing community demand for pain management services. Construction of the theatre will result in additional theatre lists and activity growth.
- Invest in a theatre refurbishment program to enhance the working environment for visiting medial officers and caregivers. The program also includes the upgrade of one of the hospital’s catheterisation labs and the installation of latest technologies to improve surgical outcomes for cardiac and vascular patients and to enhance processes and efficiencies.
- Progress the theatre optimisation project, and work closely with surgeons and perioperative teams to enhance theatre efficiency and utilisation to drive activity growth.
- Launch and implement the hospital’s five-year Clinical Services Plan (2023-28), which will guide the delivery of key services and drive optimal decision making.

# St John of God Warrnambool Hospital

Established: 1939

Locations: 136 Botanic Road,  
Warrnambool, Victoria

Chief Executive Officer: Mr Alex Demidov

Medical Advisory Chair:  
Dr Nicholas Russell

Caregivers: 195

Beds: 73

Theatres and procedure rooms:  
three theatres

Accredited doctors: 77

Doctors directly employed: two

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

Patient net promoter score as at  
30 June: 81.5

## Highlights

- Introduced MAKO® robotic-assisted solution for orthopaedic procedures. First knee replacement took place in March.
- Upgraded palliative care patient rooms.
- Acquired new urology surgical equipment to improve and expand urology services.
- Upgraded and restructured doctors consulting rooms to accommodate new visiting medical officers into the hospital
- Enhanced essential medical equipment with a focus on breast surgery and cancer care thanks to ongoing generous community donations from Midfield Meats.

## Year ahead

- Implement à la carte room service catering model for all patients allowing them to order meals and snacks from a restaurant style menu at times that suit them.
- Expand the orthopaedic service, following commencement of new orthopaedic surgeons.
- Continue collaboration with South West Healthcare to provide the best clinical outcome to the local community.









## Justice —

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

# St John of God Foundation

The enduring generosity of our community of donors continues to inspire and change lives for people across Australia and globally, through leading medical research.





Established: 1994

#### Locations:

- 556 Wellington Street, Perth, Western Australia
- 436 St Kilda Road, Melbourne, Victoria
- 813 Pacific Highway, Chatswood, New South Wales

Chief Executive Officer:  
Ms Bianca Pietralla

Board Chair: Mr Tony Howarth AO

Caregivers: 16

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

## Overview

Established in 1994 by the Sisters of St John of God, St John of God Foundation is the philanthropic charity arm of St John of God Health Care, raising and distributing vital funds to help drive innovations in health care that offer the greatest potential to improve clinical outcomes and quality of life for patients, clients and their loved ones.

It is thanks to each and every individual, family and organisation that we can continue to transform the future of health care and offer hope and healing to people in our community in their times of greatest need.

## 2022-23 impact at a glance

- Raised a total of \$3.14 million through legacy gifts, philanthropic and corporate donations and grants from generous members of the community.

- Supported St John of God Richmond Hospital in identifying unmet needs to expand services and research into veterans and first responders with mental health conditions.
- Celebrated completion of the \$1.1 million upgrade of the St John of God Bunbury Hospital Interventional Cardiac Catheterisation Laboratory (Cath Lab), fully funded by generous community donations.
- Facilitated funding for a much-needed specialist Inflammatory Bowel Disease (IBD) nurse at St John of God Murdoch Hospital, thanks to the McCusker Family Foundation.
- Enabled community donations towards St John of God Geelong Hospital's Maternity Unit transformation, helping to ensure Geelong families can continue to access the very best care and facilities, close to home.
- Supported families in the Neonatal Intensive Care Unit (NICU) and Special Care Nursery at St John of God Murdoch and St John of God Subiaco Hospitals, through the purchase of Angel Eyes camera systems, thanks to Channel 7 Telethon Trust.
- Conducted fundraising appeals in support of patients and families receiving end-of-life and general palliative care.
- Raised funds for community mental health care at the newly reopened St John of God Langmore Centre, and a new sensory garden to support health and wellbeing at St John of God Ballarat Hospital.
- Funded research grants and programs at St John of God Subiaco Hospital, further supporting and growing clinician-led research with the ultimate goal of improving patient care, treatment, and health care outcomes through research translation.



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

- Funding for leading translational research projects in the much-needed areas of respiratory medicine and oncology, colorectal cancer, orthopaedics, breast and ovarian cancer, and general cancer.
- Innovative, new surgical equipment and medical technology including a state-of-the-art Faxitron Trident® HD portable mammogram machine and Magseed magnetic technology to improve breast cancer detection and surgery; Brainlab Cranial Navigation and equipment to enable complex spinal surgery; specialist equipment and technology for newborns in neonatal intensive care unit (NICU); and special care nurseries, cooling caps to help reduce hair loss during cancer treatment, and other advanced equipment.
- Life-changing Gifts of Hope for cancer patients struggling with the cost of unsubsidised treatments.

- Funding for innovative breast cancer treatment and wellbeing support post treatment, improving recovery and patient outcomes.
- Sister Bridget Clancy Scholarships for the Empowerment of Women through Education’ awarded to St John of God caregivers across eight hospitals and services.

Year ahead

The men and women who have served in our defence forces and first responders in police, fire, ambulance and emergency services sacrifice a great deal to protect us. Sadly, through their line of work, they suffer from mental health trauma at a much higher rate than the general population. St John of God Health Care is a pioneer in the field of service-related trauma and delivers these incredible services, currently out of our two New South Wales based hospitals. The Foundation will support this important work in response to unmet needs within the community, and at a time when the Royal Commission into Defence and Veteran Suicide is prompting urgent action from Government.

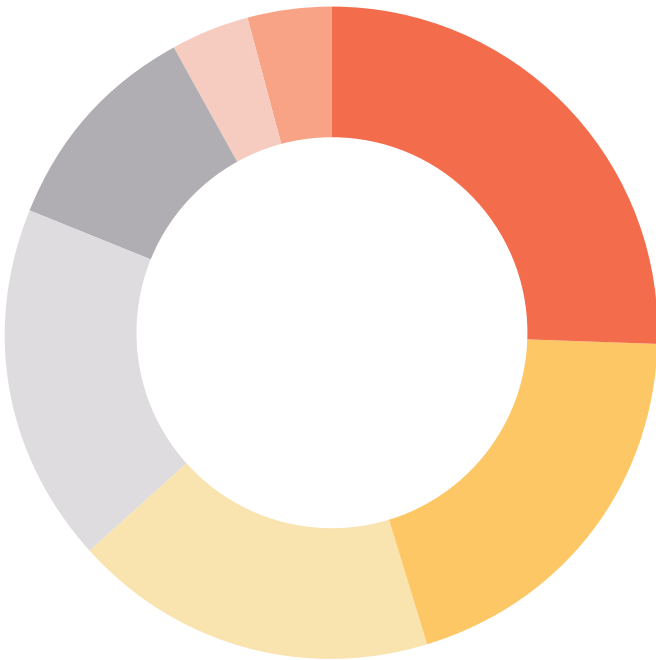
St John of God Subiaco Hospital in Western Australia is also undergoing a major redevelopment, and is in advanced planning stages. The Foundation will continue to play an important role in fundraising to support the hospital and help meet the needs of Western Australians in areas such as cardiac care, maternity and neonatal care, comprehensive cancer care, advanced surgery and leading medical research.

We are privileged to support the communities served by our hospitals and caregivers in Western Australia, New South Wales and Victoria, facilitating generous contributions from individuals, community groups and businesses to fuel excellence and innovation in patient care and medical research.

All donations, grants and legacy gifts received by St John of God Foundation are received with gratitude and governed with the utmost respect in accordance with donor intent. Every donation made in support of patient and client care inspires our caregivers and makes a lasting difference to patients, families and communities.

How donations were allocated

● Area of greatest need	26%
● Innovative medical equipment	20%
● Medical and health research	18%
● Clinical services	18%
● Patient support	11%
● Expanded hospital services	4%
● Community services	4%





# Financial overview

## Consolidated Statement of Comprehensive Income

For the year ended 30 June 2023

	2022/23 \$M	2021/22 \$M
Revenue		
Hospital income from ordinary activities	1,924.4	1,838.3
Other income	125.1	170.5
Total revenue for the period	2,049.5	2,008.8
Expenses		
Employment costs	1,288.9	1,207.6
Medical consumables and supply expenses	456.4	446.2
Other expenses from ordinary activities	291.6	271.8
Total expenses for the period	2,036.9	1,925.6
EBITDA	12.6	83.2
Interest, depreciation and amortisation	128.5	103.0
Income tax expense	0.0	0.6
Net deficit for the period	(115.9)	(20.4)

## Consolidated Statement of Financial Position

As at 30 June 2023

	2022/23 \$M	2021/22 \$M
Current Assets	387.7	431.4
Non-Current Assets		
Property, Plant & Equipment	1,169.5	1,082.4
Other	158.7	183.8
Total Assets	1,715.9	1,697.6
Current Liabilities	495.9	441.2
Non-Current Liabilities		
Borrowings	433.8	335.6
Other	109.1	133.6
Total Liabilities	1,038.8	910.4
Net Assets	677.1	787.2
Equity	677.1	787.2

## Consolidated Statement of Cash Flows

For the year ended 30 June 2023

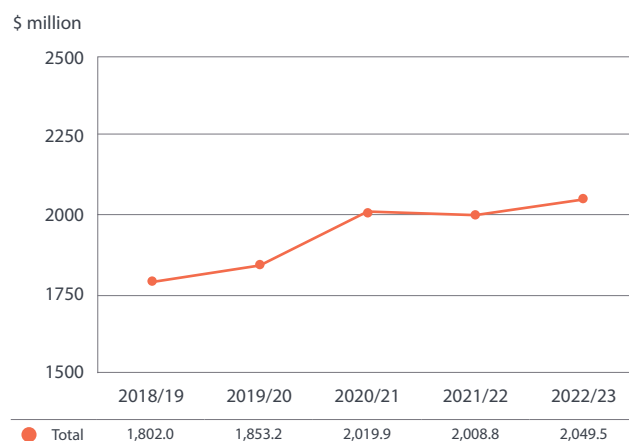
	2022/23 \$M	2021/22 \$M
Net Cash Inflows from Operating Activities	59.9	37.7
Net Cash Outflows from Investing Activities	(193.9)	(95.4)
Net Cash flows from Financing Activities	72.1	120.1
Net (decrease)/increase in Cash and Cash Equivalents	(61.9)	62.4
Cash and Cash Equivalents at the beginning of the year	95.0	32.9
Net FX Difference	0.1	(0.3)
Cash and Cash Equivalents at the end of the year	33.2	95.0



# Stewardship

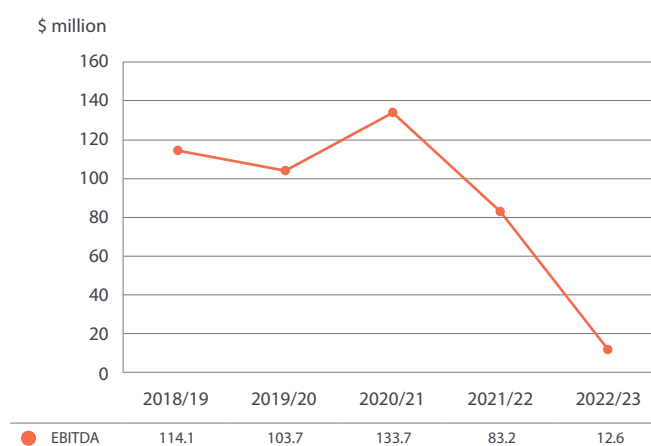
## Total revenue

Total revenue grew by 2.0 per cent during the year, with private hospital revenue increasing by 2.0 per cent and public hospital revenue increasing by 2.7 per cent.



## Earning before interest, tax, depreciation and amortisation (EBITDA)

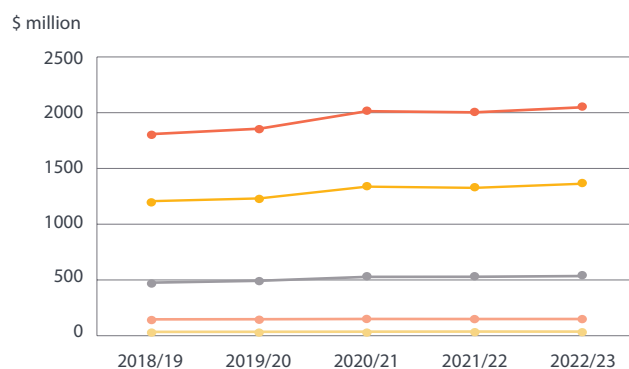
The decreases in EBITDA reflect the impact of Covid-19 on hospital operations and the organisation as a whole. Our reported earnings were also impacted by a change in accounting standards, with Software as a Service (SaaS) now being treated as an operating expense (previously capitalised).



## Stewardship

### Operating revenue - geographical analysis

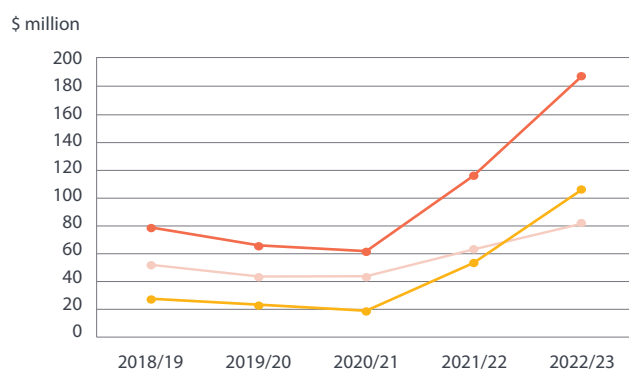
WA services grew by 0.4 per cent in 2022-23 and now represents 66.4 per cent of St John of God Health Care's total revenue. Victoria represents 25.9 per cent of total revenue, with NSW and New Zealand both easing slightly to be 6.7 per cent and 0.9 per cent of total revenue respectively.



Total	1,802.0	1,853.2	2,019.9	2,008.8	2,049.5
Western Australia	1,196.4	1,223.2	1,338.3	1,326.3	1,359.1
Victoria	460.5	480.9	524.1	525.1	533.1
New South Wales	129.3	132.3	139.2	137.8	138.1
New Zealand	15.9	16.8	18.4	19.7	19.2

### Capital expenditure

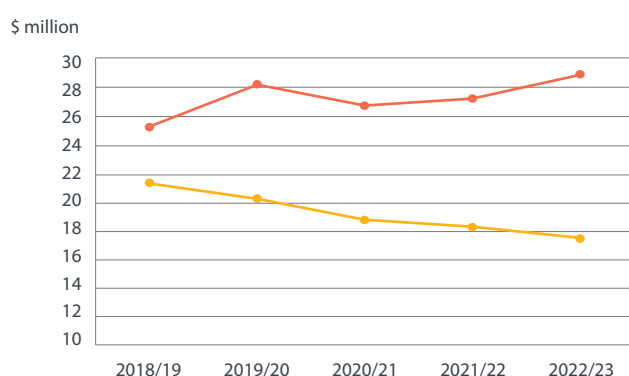
Major facility expansions at our St John of God Subiaco, Ballarat and Richmond Hospitals during 2022-23. St John of God Health Care has successfully managed \$225 million of hospital facility developments in the last five years.



Total expenditure	77.9	65.0	60.8	115.5	186.7
Facility development	26.7	22.4	18.0	52.8	105.6
Plant equipment and software	51.2	42.6	42.8	62.7	81.1

### Social justice expenditure

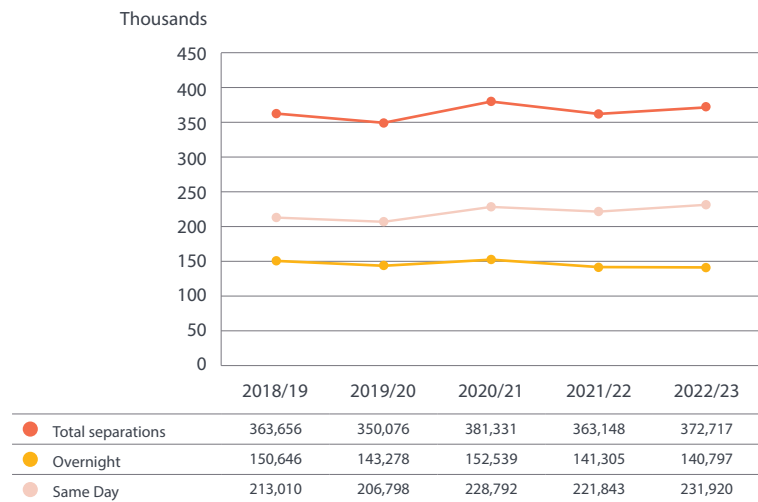
Community services and social justice expenditure initiatives increased 6.5 per cent in 2022-23. This includes direct funding contribution by St John of God Health Care of \$17.4 million for the year.



Total expenditure	25.2	28.3	26.7	27.1	28.9
St John of God Health Care Contribution	21.3	20.2	18.7	18.2	17.4

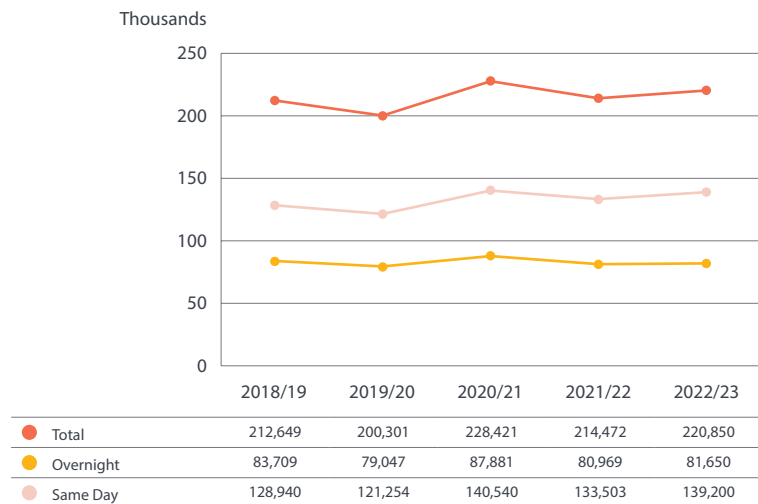
## Separations

Total patient separations in 2022-23 were 2.6 per cent higher than prior year with same day separation growth of 4.5 per cent.



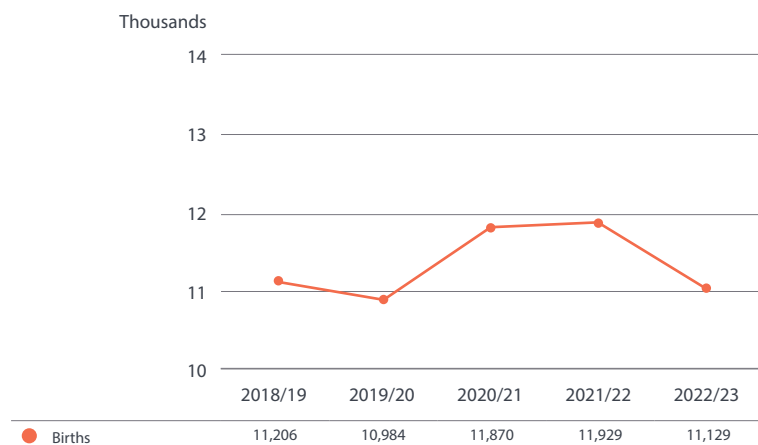
## Procedures

The number of procedures performed at St John of God Health Care increased by 3 per cent in 2022-23 with the easing of Covid-19 restrictions and return of elective surgeries.



## Births

Following a period of sustained growth in the two years to 2021-22, births decreased by 7.2 per cent in 2022-23.







# St John of God Health Care Organisational structure





# Overview of governance

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







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

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

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

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

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

The Board (in consultation with the Trustees) appoints the Group Chief Executive Officer, who is accountable to the Board for the organisation's day-to-day management across Australia, New Zealand and the Asia-Pacific region.

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

The roles and responsibilities of the Trustees, Board and management are set out in the St John of God Health Care Inc. constitution. In addition, the

Governance Authority Matrix addresses matters reserved for the Trustees, the Board and the Group Chief Executive Officer, while a Management Authority Matrix identifies matters for which the Group Chief Executive Officer and senior executives have delegated authority.

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

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

## Board meetings and committees

### Board meetings

Chaired by Hon Kerry Sanderson AC CVO, the Board comprises 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 during 2022-23, the Audit and Risk Committee comprises six non-executive Board members and assists the Board to fulfil its fiduciary and corporate governance responsibilities in relation to the organisation's financial reporting, internal control structure, risk management systems, and internal and external audit functions. Ernst & Young continued to act as the external auditor and the internal audit function is co-sourced with PwC.

## Overview of governance

### 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, Caregivers and Culture Committee

Chaired by Jack de Groot, the Mission Integration, Caregivers and Culture 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 through our caregivers and our culture.

### Patient Experience and Clinical Excellence Committee

Chaired by Associate Professor Rosanna Capolingua, the Patient Experience and Clinical Excellence Committee comprises 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 Nominations 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' compositions, skills and diversities, 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 information technology assets.

## Board attendance

Board Attendance / Member	Governing Board		Audit & Risk Committee		Finance & Investment Committee		Mission Integration, Caregivers & Culture Committee		Patient Experience & Clinical Excellence Committee		Remuneration & Nominations Committee		Digital, Information & Technology Committee	
	○	✓	○	✓	○	✓	○	✓	○	✓	○	✓	○	✓
Hon Kerry Sanderson AC CVO	7	7	0	0	10	9	6	6			3	3	5	2
Mr Adrian Arundell	7	5	7	6	10	9								
Assoc Prof Rosanna Capolingua	7	6	7	4					6	5				
Mr Justin Carroll	7	7	0	0	10	9					3	3	5	5
Mr Jack de Groot	7	6	5	4			6	5	1	1				
Dr Shane Kelly	3	3	0	4	5	5	3	3	3	2	2	2	2	2
Dr Michael Levitt	7	5	0	0					6	5				
Mr James McMahon	7	7	7	6			6	6						
Mr Peter Prendiville	7	7	0	0	10	9					3	3		
Dr Mark O'Brien	7	7	7	7					6	4				
Ms Shelly Park	7	7	7	7					6	5			5	4

○ Eligible to attend

✓ Attended

# Trustee biographies



**Hon Neville Owen AO,  
KCSG**

LLB (Hons), LLD (Hon)

Trustee Chair since  
1 January 2022

Trustee since January 2020

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

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

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

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

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Association of Ministerial PJPs Member Representative of Australian Catholic Safeguarding Ltd

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Member of the Board of Governors of the University of Notre Dame Australia

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Adjunct Professor at the University of Notre Dame Australia and University of Western Australia

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**Rev Dr Joseph  
Parkinson**

STL PhD

Deputy Chair since  
January 2014

Trustee since October 2009

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Ordained for the Archdiocese of Perth in 1981

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

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Director of bioethicsperth since 2003

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Concurrent appointments: Adjunct Associate Professor in the School of Philosophy and Theology, University of Notre Dame Australia (Fremantle Campus); CHA Writing Group, Code of Ethical Standards for Catholic Health, Aged and Community Care in Australia (Second edition)

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Awarded Catholic Health Australia's Sr Maria Cunningham Lifetime Achievement Award 2021

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## Trustee biographies



**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

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Current Director of Woodside Petroleum Limited and South32 Limited

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Fellow of the Chartered Accountants Australia & New Zealand and a Fellow of the Australian Institute of Company Directors

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

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Director of Wright Prospecting Pty Ltd

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**Ms Celia Hammond**

LLM, BJuris (Hons) LLB, GAICD

Trustee since January 2023

Served as MP for the Federal Electorate of Curtin in Western Australia from 2019 to 2022

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Originally appointed as a St John of God Health Care Trustee in 2018 but resigned in 2019 following her election to the House of Representatives

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Previously Vice Chancellor of the University of Notre Dame Australia (2008 to 2019), and was one of five foundation academic staff members in the university's School of Law

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More than 20 years' experience as a legal practitioner and legal lecturer at the University of Western Australia (UWA) and the University of Notre Dame Australia

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Awarded an Honorary Doctorate from the University of Portland in 2016 and a Fellowship from St Catherine's College (UWA) in 2010

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Current Director of Catholic Education Commission (WA) and Bethanie Aged Care Group, and a practising solicitor

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**Ms Danielle Cronin**

BEcon, MPPP, CF, MAICD, MACEL

Trustee since January 2018

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

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

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

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

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Australian Churchill Trust Fellow

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Board Member of the University of Notre Dame Australia

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### Mr Mark Murphy

LLB (UWA), BJuris (UWA), FLWA

Trustee since January 2014

Extensive experience in not-for-profit sector including in governance, philanthropy, risk management and insurance, and compliance

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More than 18 years' experience within St John of God Health Care including as General Counsel and inaugural Company Secretary

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Significant experience working for Catholic religious institutes including in the establishment of Public Juridic Person to assume sponsorship of ministries

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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

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### Adjunct Professor Susan Pascoe AM

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

Trustee since May 2018

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

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

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Member of Vatican's Methodology Commission supporting the General Secretariat for the Synod of Bishops in their organisation of the Synod on Synodality 2021-24 and an expert facilitator for the Synod Assemblies

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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

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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

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# Board biographies



**Hon Kerry Sanderson**  
**AC CVO**

BSc, BEcons, Hon Dlit, FAICD

Chair since May 2018

Appointed May 2018

Former Governor of Western Australia

Former Chancellor of Edith Cowan University from 2019 to 2021

Appointed a Companion of the Order of Australia (AC) in June 2016 for eminent service to the people of Western Australia

January 2020 appointed as a Commander of the Royal Victorian Order (CVO) by the late Queen Elizabeth II in recognition of distinguished personal service to the Royal Family

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

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

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



**Mr Peter Prendiville**

BCom

Deputy Chair

Appointed May 2012

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

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

Western Australian of the Year 2015 – Business Award Winner

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



**Mr Justin Carroll**

BCom, FCA

Appointed January 2015

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

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





## Assoc Prof Rosanna Capolingua

MBBS, FAMA, FAICD AM

Appointed January 2010

General Practitioner with broad experience across health care delivery with a focus on equitable patient access to high quality, safe health care

In 2023 awarded an AM for her contribution to medicine, patient care and as a role model to women

Current positions: Chair of the Child and Adolescent Health Service in WA, Chair of the St John of God Health Care Patient Safety and Clinical Excellence Committee, Member of the Board of Catholic Homes Inc. and Chair of their Clinical Governance Committee, Chair of the WA Immunisation Strategy Committee

Past positions: Served as the Australian Medical Association WA President, as the only female in that role, and also as Federal AMA President. Member of the Federal AMA Executive for six years, she chaired the Ethics and Medico-Legal committee, Finance committee and Taskforce on Indigenous Health, Medical Board of WA, Professional Services Review Committee, Healthway and the Board of MercyCare. Chair of the Governing Council for the Child and Adolescent Health Service, Deputy Chair of the North Metropolitan Health Service, and a member of the WA Mental Health Commission's Alcohol and Other Drugs Advisory Board



## Mr Adrian Arundell

BCom, FCA, SF Fin

Appointed February 2018

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

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

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

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

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



## Mr Jack de Groot

BA

Appointed November 2016

Current positions: Executive Director of Catholic Schools Parramatta Diocese. Member of Board of the University of Notre Dame Australia

Past positions: Chief Executive Officer of St Vincent de Paul Society NSW, Chief Executive Officer of Caritas Australia, Group Leader of Mission at St Vincent's Health Australia. Previous board memberships include Chair of Implementation Advisory Group and Jesuit Mission, Deputy Chair of Catholic Social Service Australia, Caritas 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

## Board biographies



**Dr Michael Levitt**  
AM FRACS, GAICD

Appointed January 2016

Member of clinical staff at St John of God Subiaco Hospital  
1990 to present

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Member of St John of God Subiaco Hospital Medical Advisory  
Committee for 13 years (four as chairman)

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

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

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Clinician Member Medical Board of Western Australia 2016  
to present

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Chief Medical Officer of Western Australia (2018 - 2021)

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Medical Co-Director, Surgical Services Sir Charles Gairdner-  
Osborne Park Hospitals, 2023 – present

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**Mr James McMahon**  
DSC, AM, DSM  
GradDipMgt, MMgt, MBA

Appointed July 2017

Previous experience in the public and private sectors, including  
as the Commissioner for the Department of Corrective Services  
in Western Australia, Azure Capital advising organisations on  
strategy, operational management, risk, culture and leadership  
and Chief Operating Officer of Australian Capital Equity

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

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

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Currently the Director and owner of a consultancy business

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

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Former West Coast Eagles Football Club Deputy Chair

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

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2019 Western Australian of the Year

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

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## Ms Shelly Park

GAICD; Msc; Fellow Ethical Leadership

Appointed January 2022

Non-Executive Director/Chair Ambulance Victoria

Member Australian Organ and Tissue Donation and Transplantation Advisory Board

More than 30 years' experience in the health care industry, and a consultant in senior health care leadership and executive development

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

2011 Telstra Victorian Business Woman of the Year



## Dr Mark O'Brien

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

Appointed January 2020

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

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

Board Consultant to the Australasian Institute of Clinical Governance

More than 35 years' experience in the health care industry, and an expert consultant in leadership, culture, safety and quality and clinical governance

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

Experienced medical practitioner and clinician

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



# Executive Committee biographies



**Mr Bryan Pyne**

Bbus, FCA, FACHSM

**Group Chief Executive Officer**

**Appointed April 2023**

30 years' experience in finance and health care management, including more than 23 years with St John of God Health Care

Fellow of both Chartered Accountants Australia & New Zealand and the Australasian Collage of Health Service Management

Recipient of the 2010 40 under 40 Award (WA)



**Ms Carla Bonev**

BCom, MOrgPsych

**Group Director Workforce**

**Appointed July 2020**

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

Previously held senior human resources roles at South32 and BHP

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



**Mr Grahame Coles**

MBA, DipMgt, Completed AICD Company Directors course

**Group Director Digital, Information and Technology**

**Appointed February 2019**

More than 30 years' experience in digital and technology across multiple sectors including health, community services, agriculture, food, manufacturing and retail, in both public, private and not-for-profit sectors

Previously worked as the Chief Information Officer at the Department of Health and Human Services in both Victoria and Tasmania, ZESPRI International and Goodman Fielder Milling and Baking

Current chair Australian Private Health CIO Forum and 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

Board member for St John of God Hauora Trust in New Zealand



## Mr Ben Edwards

BA

Chief Operating Officer Hospitals  
Appointed January 2023

Chief Executive Officer of St John of God Murdoch Hospital from February 2017 to December 2022

More than 10 years' experience as a hospital and health care transformation leader

More than 10 years' senior experience in management consulting in the UK and Australia with Ernst & Young and PWC

Early career experience with the National Health Service (UK)



## Steve Goldsworthy

Bcom, CA, GAICD

Group Chief Strategy and  
Commercial Officer  
Appointed July 2022

Responsible for organisational strategy, procurement and supply chain, health funding, enterprise PMO and all commercial activities.

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

Worked in Australia and Canada, in mining, oilfield services and project construction

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

Member of Chartered Accountants Australia & New Zealand and Australian Institute of Company Directors



## Mr Michael Hogan

BCom, CA, MAICD, MBA (Exec)

Acting Group Director  
Community Services  
Appointed December 2022

Returned to St John of God Bendigo Hospital as the Chief Executive Officer in July 2022, reprising a role that he previously performed over 10 years ago

Significant experience in health care management, having spent the past six years in WA as CEO of St John of God Midland Public and Private Hospitals

Other roles within St John of God Health Care have included the CEO of the former St John of God Pathology, where he led its integration with Australian Clinical Labs, and membership of the St John of God Health Care Executive Committee

Chartered Accountant and member of the Australian Institute of Company Directors

## Executive Committee biographies



### Ms Larissa Johnstone

BA LLB (Hons), Grad Dip Legal Practice

Group Director Legal,  
Risk and Compliance  
Appointed July 2020

More than 25 years' experience advising in relation to legal, risk and compliance matters, including 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), GAICD

Group Director Nursing  
and Patient Experience/  
Acting Group Director Medical  
and Clinical Governance  
Appointed January 2019

More than 15 years' senior management and nursing experience

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

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



### Ms Tara Peters

BBus, Grad Dip Theology, Grad Cert Catholic Leadership

Group Director Mission  
Integration  
Appointed July 2022

More than 20 years' experience across the public, private and not-for-profit sectors, with a broad background in finance, human resources and lay ministry roles

Previously held roles within St John of God Health Care including Group Manager Mission Integration – WA/Hospital Operations and Director of Mission Integration St John of God Midland Public and Private Hospitals, following professional HR roles at Fiona Stanley Hospital with Serco

Extensive experience in ministry leadership including formation, culture development and integrating Catholic identity and principles throughout organisations



### Mr Colin Young

CPA, MA, FACHSM

Acting Group Chief  
Financial Officer  
Appointed February 2023

More than 20 years' experience working in private health care including more than a decade in senior management positions at St John of God Murdoch and Subiaco Hospitals as well as Group Services

Served as Director of Finance and Business Services at St John of God Midland Public and Private Hospitals since 2021

Holds a Masters degree in Accounting from Curtin University, CPA, Member of the Australian Institute of Company Directors





# Glossary

## Accreditation

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

## Acute care

Treatment of a sudden episode of illness or injury.

## Ambulatory care

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

## 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.

## 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 '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 a pandemic of coronavirus disease 2019 (Covid-19) caused by severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2). The disease was first identified in December 2019 in Wuhan, China.

## Critical/Intensive Care Unit (CCU/ICU)

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

## Cultural Alignment Strategy

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

## Disability Access and Inclusion Plan (DAIP)

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

## Disability Employment Services (DES)

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

## Discharge

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

## End-of-life care

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

## Enterprise Bargaining Agreement

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

## Episode/occasion of service

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

## Formation

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

## Group

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

## Governance

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

## Holistic care

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

## Healthcare at Home

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

## Inpatient

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

## Intern

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

**Kaumātua**  
Māori Cultural Advisor

**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.

**Māori**  
Indigenous peoples of New Zealand.

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

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

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

**Multicentre studies**  
Research that takes place across more than one location.

**National Safety and Quality Health Service Standards (NSQHS Standards)**  
Ten mandatory national standards, developed by the Australian Commission on Safety and Quality in Health Care, that aim to improve the safety and quality of health service provision. The NSQHS Standard 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.

**Pasifika**  
People from the islands of the South Pacific and their descendants.

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

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

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

**Public Private Partnership (PPP)**  
A government service or private business venture funded and operated through a partnership of government and private sector company or companies, involving a contract between a public sector authority and a private party or parties.

**Reconciliation Action Plan (RAP)**  
A plan designed to build stronger relationships and enhanced respect between Aboriginal and Torres Strait Islander peoples and other Australians.

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

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

**Resident Medical Officer**  
A doctor-in-training who is training and working in general practice in a hospital.

**Root cause analysis**  
A method of problem solving used to identify the root causes of faults or problems.

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

**Separation**  
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.

**Tangata whaikaha**  
Māori (noun) People with disabilities.

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

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

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

**Voluntary Assisted Dying (VAD)**  
Defined as the legislated processes which enables the self-administration or medical practitioner administration of a poison or controlled substance for the purpose of causing a person's death.

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







# Excellence —

Striving for excellence  
in the care and services  
we provide.

# 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](mailto:info@sjog.org.au)  
[www.sjog.org.au](http://www.sjog.org.au)

## National

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Fax: (03) 9690 0633  
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St John of God Foundation  
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Level 1, 556 Wellington Street  
Perth, WA 6000  
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Freecall: 1800 281 288  
Email: [foundation@sjog.org.au](mailto:foundation@sjog.org.au)

Melbourne  
Level 9, 436 St Kilda Road  
Melbourne, Vic 3004  
Freecall: 1800 281 288  
Fax: (03) 9690 0633  
Email: [foundation@sjog.org.au](mailto:foundation@sjog.org.au)

Sydney  
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813 Pacific Highway  
Chatswood, New South Wales 2067  
Freecall: 1800 281 288  
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St John of God Healthcare at Home  
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Email [athome@sjog.org.au](mailto:athome@sjog.org.au)

Global Innovation Centre  
Ballarat Technology Park  
2 Enterprise Grove  
Mt Helen, Vic 3350  
Email [info@sjog.org.au](mailto:info@sjog.org.au)

## Western Australia

### Hospitals

St John of God Bunbury Hospital  
Corner Robertson Drive  
& Bussell Highway  
Bunbury, WA 6230  
PO Box 5007, Bunbury DC 6230  
Tel: (08) 9722 1600  
Fax: (08) 9722 1650  
Email [info.bunbury@sjog.org.au](mailto:info.bunbury@sjog.org.au)

St John of God Geraldton Hospital  
12 Hermitage Street,  
Geraldton WA 6530  
PO Box 132, Geraldton WA 6530  
Tel: (08) 9965 8888  
Fax: (08) 9964 2015  
Email: [info.geraldton@sjog.org.au](mailto: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](mailto: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](mailto:info.mtlawley@sjog.org.au)

St John of God Murdoch Hospital  
Barry Marshall Parade,  
Murdoch WA 6150  
Tel: (08) 9438 9000  
Fax: (08) 9438 9543  
Email [info.murdoch@sjog.org.au](mailto:info.murdoch@sjog.org.au)

St John of God Murdoch Community Hospice  
Barry Marshal Parade,  
Murdoch, WA 6150  
Tel (08) 9438 9500  
Fax (08) 9366 1367  
Email [info.mch@sjog.org.au](mailto: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](mailto:info.subiaco@sjog.org.au)

St John of God Subiaco  
Eye Hospital  
Level 1/190 Cambridge Street,  
Wembley, WA 6014  
PO Box 510, Wembley, WA 6913  
Tel (08) 6258 3555  
Fax (08) 6258 3556  
Email [info.subiacoeye@sjog.org.au](mailto:info.subiacoeye@sjog.org.au)

### Social Outreach

Social Outreach Head Office  
Level 1, 556 Wellington Street  
Perth, WA 6000  
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Fax: (08) 6116 0800  
Email [socialoutreach@sjog.org.au](mailto:socialoutreach@sjog.org.au)

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

Raphael Services WA  
192 Cambridge Street  
Wembley, WA 6014  
Tel: 1800 292 292  
Fax: 1800 696 526  
Email [raphael.wa@sjog.org.au](mailto:raphael.wa@sjog.org.au)

Raphael Services Cockburn  
14/11 Wentworth Parade  
Success, WA 6164

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

Raphael Services Wanneroo  
Level 3, 30 Dundee Road  
Wanneroo WA 6065

Raphael Services Mandurah  
2/116 Pinjarra Road  
Mandurah WA 6210

Drug and Alcohol Withdrawal Network  
176b Cambridge St,  
West Leederville, WA 6007  
Tel: 08 9388 5000  
Fax: 9380 9793  
Email [dawn@sjog.org.au](mailto:dawn@sjog.org.au)

Mental Wellbeing Services WA  
14/11 Wentworth Parade  
Success WA 6164  
Tel 1800 313 016  
Email [mwsenquiries@sjog.org.au](mailto:mwsenquiries@sjog.org.au)

Mental Wellbeing Services Mandurah  
2/116 Pinjarra Road  
Mandurah WA 6210

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

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

Mental Wellbeing Services Pinjarra  
Forrest Medical Centre  
1 McKay Street  
Pinjarra WA 6208

South West Community Alcohol  
and Drugs Services (SWCADS)  
109 Beach Road  
Bunbury WA 6231  
Tel (08) 9721 9256  
Email admin.swcads@sjog.org.au

Midland Head to Health  
23 Old Great Northern Highway  
Midland WA 6056  
Tel 1800 595 212  
Email midlandheadtohealth@sjog.org.au

## Victoria

### Hospitals

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

St John of God Bendigo Hospital  
133-145 Lily Street  
Bendigo, Vic 3550  
PO Box 478, Bendigo, Vic 3552  
Tel: (03) 5434 3434  
Fax: (03) 5434 3455  
Email info.bendigo@sjog.org.au

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

St John of God Frankston  
Rehabilitation Hospital  
255-265 Cranbourne Road  
Frankston, Vic 3199  
Tel (03) 9788 3333  
Fax (03) 8790 8747  
Email info.frankstonrehab@sjog.org.au

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

St John of God Langmore Centre  
3 Gibb Street  
Berwick, Vic 3806  
Tel: (03) 8793 9475  
Fax: (03) 8793 9440

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

### Social Outreach

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

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

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

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

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

Raphael Services Geelong  
265 Ryrrie Street  
Geelong VIC 3220  
Tel: 1800 292 292  
Fax: (03) 5221 9766  
Email: raphael.geelong@sjog.org.au

St John of God Accord  
108-130 Diamond Creek Road,  
Greensborough Vic 3088  
Tel 1300 002 226  
www.accorddisability.sjog.org.au

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

## New South Wales

### Hospitals

St John of God Burwood Hospital  
13 Grantham Street  
Burwood, NSW 2134  
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Fax: (02) 9747 5223  
Email info.burwood@sjog.org.au

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

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

### Social Outreach

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Burwood, NSW 2134  
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Fax (02) 9715 9228  
Email casa.venegas@sjog.org.au

Raphael Services NSW  
36-38 First Avenue  
Blacktown, NSW 2148  
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Email nsw.raphael@sjog.org.au

## New Zealand

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Health and Ability Services, Southern  
St John of God Halswell  
26 Nash Road, Halswell  
Christchurch 8025  
Tel: +64 3 338 2009  
Fax: +64 3 338 2008  
Email enquiries.halswell@sjog.org.nz

Health and Ability Services, Northern  
St John of God Karori  
11 Messines Road, Karori  
Wellington 6012  
Tel: +64 4 464 2010  
Fax: +64 4 476 0962  
Email enquiries.karori@sjog.org.nz

Community, Youth and Child  
Services, Southern  
St John of God Waipuna  
349 Woodham Road, Avonside  
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Fax: +64 3 386 2159  
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## International

### Social Outreach

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