



Courageously
committing
to the future

Annual Report 2023-24



Acknowledgement of Country

St John of God Health Care acknowledges and pays respect to the Traditional Custodians of the lands on which we work and live. We offer our respect to Elders, past and present, and recognise their cultural heritage, beliefs and continuing connection to Country. We express our gratitude that we share this land today. We also acknowledge the pain of history and commit to creating a path of healing. We hope and believe that we can move to a place of equity, justice and partnership together.

Year in review



Established in 1989 by the Sisters of St John of God, who first came to Western Australia in 1895

16,500¹

Caregivers
employed throughout Australia and New Zealand

68,641¹

patient visits
delivered at home in Victoria and Western Australia



Third largest private hospital operator in Australia and the second largest not-for-profit Catholic health care provider in the country

402,054¹

Patients
Treated overnight and same day

54,433

cancer admissions



26¹

Facilities
comprising 3,367 beds in Western Australia, Victoria, New South Wales and New Zealand

80.3

Patient Net Promoter Score
which measures patient experience and satisfaction at our acute hospitals.

11,108

babies born in our hospitals

\$30.3m

Social outreach investment
to assist people experiencing disadvantage

18,690

community mental health care visits

>\$2b¹

Revenue

910

surgeries performed daily

18,306

admissions for mental health services

¹ Includes Hawkesbury District Health Service. Operating contract with St John of God Health Care ceased on 30 June 2024



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Foreword

Hon Neville Owen AO
Trustee Chair



It is a privilege to pen the foreword for this year's annual report, themed Courageously Committing to the Future. In a time marked by unprecedented change and challenge, our commitment to the future stands as a testament to the enduring values that have guided us since our inception in 1989.

St John of God Health Care has always sought to be more than a provider of health services. Our commitment to deliver high quality, compassionate care is rooted in a rich tradition of service, and it is this heritage that strengthens our resolve as we face the future.

Courage, in our context, is not merely a quality we aspire to but a practice we embody daily. It is reflected in the way we embrace innovation, adapt to evolving needs, and continually strive for excellence. As we chart our course forward, we do so with the understanding that the landscape of health care is ever-changing.

The challenges we encounter are formidable, yet they are matched by our capacity for ingenuity and determination.

As we look ahead, our path forward is clear: to build upon our legacy of excellence, to embrace the opportunities that lie before us, and to ensure that our services remain at the forefront of health care advancements. This journey requires not just strategic planning and resource allocation but also collective spirit of courage and resilience that unites us in our mission.

There are many challenges facing the private health care sector, including Catholic health care. The road to the future may be paved with uncertainties, but it is also filled with promise. With Mission as our compass, we are poised to navigate this path with integrity, hope and an unwavering commitment to making a positive difference in the lives of those we serve.

Together let us move forward with confidence, embracing the challenges and opportunities that await us.

Our courage today will shape the future of St John of God Health Care, ensuring we maintain exceptional care and support for generations to come as we continue the healing mission of Jesus.

A handwritten signature in black ink that reads "Neville Owen".

Our organisation

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

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

As a not-for-profit organisation, 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 those experiencing disadvantage.

Inspired by our founders, the Sisters of St John of God, our services reflect a generosity of spirit that calls us to enthusiastically go beyond what might be expected. We stand in solidarity with people in their joy and suffering to deliver our services with a human touch.

Founding story

The Congregation of the Sisters of St John of God was founded in Wexford, Ireland, in 1871. Word of their skill in health care spread rapidly and in 1895 Perth's Bishop Matthew Gibney asked the Sisters to come to Western Australia to provide much needed nursing care. The Sisters went on to establish hospitals, pathology and social outreach services in Western Australia, Victoria and New South Wales.

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 line with organisational priorities.



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.

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.



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.

Chair report

Hon Kerry Sanderson AC CVO
Board Chair

As we reflect on the past year, it is with great pride and a profound sense of responsibility that I present this annual report. This year has demanded resilience and an unwavering commitment to our long-term vision. That focus has led to the theme of our 2023-24 annual report: Courageously Committing to the Future.

The year has been marked by significant achievements that reinforce our belief in the power of courageous leadership and strategic foresight. We have successfully progressed three major capital works at our Richmond, Subiaco (Stage 2) and Ballarat Hospitals as well as navigating an evolving and financially difficult landscape after Covid, addressing challenges with innovation and determination. Our commitment to long-term goals has been the cornerstone of our governance, guiding decisions that will shape our future.

The successful implementation of strategic initiatives to enhance our operational efficiency and expand our reach has also been a major focus. We have invested in cutting-edge technologies and capital development programs that not only improve our current

capabilities but also position us at the forefront of industry advances. These investments reflect our belief that the future belongs to those who are willing to adapt and evolve, and we are proud to lead by example.

Our focus on sustainability is also yielding results. We have made great strides in reducing our environmental footprint, through initiatives that are generating positive outcomes for both our organisation and the communities we serve. Notably, in addition to our focus on energy initiatives, St John of God Health Care has become the first Australian private health care group to stop purchasing desflurane, a common anaesthetic agent with a significant environmental impact, demonstrating our leadership in sustainable practices. These efforts underscore our commitment to being responsible stewards of the resources entrusted to us, ensuring our impact is not only immediate but also enduring.

In addition to these achievements, we continue to foster a culture of inclusivity and collaboration. Our caregivers are at the heart of everything we do, and this year we have renewed our emphasis on their development and wellbeing. Through targeted leadership

programs and initiatives, such as the Leading an Empowered Organisation, 360 Degree Feedback Program and our continued leader formation programs, we have enabled our teams to excel, ensuring they are equipped with the skills and mindset necessary to drive our mission forward.

This year, we also celebrated the endorsement of our 2024-2026 Innovate Reconciliation Action Plan. The plan was successfully launched in May and provides forward-thinking initiatives through which we can work together on closing the gap in health outcomes through co-design of programs and services in the communities we partner with. Initiatives include a robust Aboriginal employment framework focusing on recruitment, retention and professional development of Aboriginal and Torres Strait Islander peoples.

The successful transfer of Hawkesbury District Health Service to NSW Health on 1 July 2024 is another milestone for the organisation. The smooth handover of services and caregivers was a credit to the leaders involved. St John of God Health Care will continue to provide information,

We have invested in cutting-edge technologies and capital development programs that not only improve our current capabilities but also position us at the forefront of industry advances.



communication and technology services until 31 December 2024 to ensure a seamless transition for NSW Health.

Our operational advances include the continued rollout of key systems including the Rostering Time and Attendance program, with full implementation across all hospitals expected by 30 June 2025. A new enterprise resource planning system was successfully implemented in May 2024, further strengthening our operational capabilities.

On the clinical front, we continue to advance our Clinical Governance Project, with ongoing improvements in patient safety reporting, clinical incident escalation and mortality review processes. These initiatives ensure that we maintain the highest standards of care, with a focus on transparency, consistency and continuous improvement.

I appreciate the expertise, leadership and collaboration required of our caregivers across our whole organisation to ensure change is successfully embedded. These changes do set us up collectively for a sustainable operating base for future growth.

As we look to the future, our focus remains on building a resilient and sustainable organisation prepared to meet the challenges and opportunities ahead.

We recognise that shaping our long-term success requires bold thinking and the courage to make difficult decisions. I look forward to finalising our new organisational strategy in November 2024 with the Board and leadership team, as we work together to ensure we remain aligned and clear on our path forward.

I offer my sincere thanks to Bryan Pyne for his leadership as Group CEO over the past year. Bryan and his executive team have navigated challenges with thoughtful and courageous vision, remaining committed to our Values.

I thank my fellow Board members for their dedication and contributions, and extend my gratitude to the Trustees, particularly the Chair Hon Neville Owen AO for their support throughout the year.

I also thank our executive and leadership teams for their dedication and hard work.

Finally, our caregivers, whose trust and support have been instrumental in our achievements this year, have my deepest gratitude.

Together, we have demonstrated what is possible when we commit courageously to the future.

Thank you all for being part of this journey, and I look forward to what we will accomplish together in the coming year.

Group CEO report

Bryan Pyne
Group CEO

The Australian private health care sector continues to navigate a challenging landscape marked by regulatory changes, rising costs, and changing and variable patient demand.

Our organisation, like many others, has had to endure these pressures across our vast and geographically diverse network for a number of years. Yet, amid these challenges, we have demonstrated continued resilience and an unwavering commitment to our Mission, delivering outstanding patient experience and clinical excellence.

This fiscal year has been a journey of contrasts. We continue to be challenged with the broader health care market dynamics and the overall funding for health care services. While these are a reflection of the broader industry, we continue to be actively engaged in the review of our services, while engaging in advocacy opportunities.

We are courageously leaning into change by aligning organisational resources to streamline and standardise health care delivery across our network of hospitals and services. We are investing in upgrading our facilities, systems and technology to meet the

needs of our patients, clients and caregivers and to meet future community health needs.

Despite the market challenges, 2023-24 has been a substantive year of positive change for our organisation, laying the groundwork for a much stronger future. We have successfully renewed essential public contracts while exiting others and continue to build our leadership and management teams, while strategically implementing new key organisational systems and team changes in our administrative areas. These actions, coupled with improved performance across many of our hospitals, reflect our ongoing commitment to strengthening our leadership and management capabilities across all our services and administrative functions. These initiatives are building a more agile and responsive organisation that is ready to meet current and future health care challenges.

As we move into the new financial year, it is imperative that we refresh our approach to ensure we are well positioned to meet these challenges. Continuing to enhance and drive strategic and operational performance,

while maintaining agility in a dynamic landscape, will be key to allowing our caregivers to remain focused on delivering excellent care and clinical outcomes to our patients and clients. The executive team and I are working closely together to ensure this strategic focus cascades throughout the organisation, setting clear priorities and operational performance targets that we are committed to achieving in 2025 and beyond.

We are always striving to ensure we are continually providing the highest standards of care to our patients and clients through the improvement of our clinical systems and governance. These ongoing initiatives are critical in the pursuit of transparency, consistency and continuous improvement in our patient and client services.

Looking ahead, our commitment to and focus on financial stewardship remains steadfast. This focus will enable us to meet current health care needs, expand services, reinvest in our systems and facilities, and continue our essential social outreach initiatives. Our ongoing capital developments, including projects at our Subiaco, Ballarat, Geelong, Midland Private

Despite the market challenges, this has been a year of positive change, laying the groundwork for a stronger future.



and Murdoch hospitals are critical to delivering contemporary private health care close to home for our communities.

We recognise that our unique value proposition extends beyond our immediate services. Our combined success allows us to expand our ministry, making a profound positive impact on the communities we serve. Our social outreach services continue to be a source of pride, addressing unmet needs in areas such as homelessness, mental health and drug addiction. This work embodies our mission of service, reflecting our commitment to improving the lives of society's most vulnerable.

Partnerships remain a cornerstone of our strategy. Through our Head to Health partnership we are providing critical support to those requiring mental health support. Similarly, our Midland Public Hospital is now in its eighth year, and remains a vital component of our service to the eastern catchment communities in Perth WA. We are also actively engaging in targeted patient access initiatives with our public partners to support relief for the broader Australian health care system.

Our partnerships extend beyond the public sector and are integral to our vision of a collaborative health care system where public and private entities work together to lift the wellbeing of our communities. The success of these partnerships is a testament to the dedication of our caregivers, who are central to why St John of God Health Care continues to be a preferred partner nationally. I extend my sincere thanks to our public and private partners in Western Australia, New South Wales and Victoria for their ongoing collaboration and commitment.

As we finalise and introduce our new strategy from 2025, quality of patient outcomes and experiences, along with remaining an employer of choice, will remain a core focus for us. However, ongoing input from our stakeholders and communities over the coming months and years will be invaluable in shaping our future strategy and direction together.

As we move forward, let us continue to courageously commit to the future, building on our strong legacy, existing partnerships and unwavering Mission to provide exceptional care to our patients and clients.

It has been a privilege to lead this organisation through a year of significant change. While our models of care and service delivery continue to evolve, our values and services that define St John of God Health Care remain steadfast.

I am inspired by the dedication of all our caregivers and our collective capacity to embrace change, improve processes and enhance outcomes for our patients and clients.

I extend my deepest gratitude to our Trustees, Board, Executive Committee and the broader Senior Leadership Team. Their dedication, counsel, governance and professionalism over the last year have been greatly appreciated.

Finally, I would like to thank all caregivers, including our doctors and volunteers, for their daily contribution to living our Mission. Together we will continue to navigate the years ahead for St John of God Health Care with courage, integrity and a commitment to excellence in care.





Hospitality

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

Caring for the environment

St John of God Health Care is committed to responsible and sustainable stewardship of the environment.

Our target is net zero greenhouse gas emissions by 2050 and a minimum of 50 per cent reduction in emissions by 2030.

In 2023-24, we achieved a 16 per cent reduction in carbon emissions against our 2019-20 baseline through the following initiatives:

- Invested \$5.2 million in energy saving initiatives across 44 projects, including lighting upgrades, replacement of inefficient chillers and steam generation. Energy consumption amounts to approximately 95 per cent of our total carbon emissions.
- Invested \$530,000 in 25 water saving projects, primarily Central Sterilisation Services and kitchens.
- Eliminated the use of desflurane across all St John of God Health Care hospitals.
- Installed rooftop solar at two sites, with three additional sites in progress.
- Upgraded our systems to enable more efficient and accurate data capture for energy consumption across the organisation.
- Redevelopment program that will boost our sustainability drive by enforcing a minimum of 4-star Green Star rated construction, leading to a 'greener' and more efficient portfolio of health care facilities.

Leading the way with environment-friendly anaesthetics

In March 2024, St John of God Health Care became the first Australian private health care organisation to stop using desflurane across its network of 17 hospitals to reduce its carbon footprint.

Desflurane, a common anaesthetic agent, has 2,540 times more global warming impact than an equivalent mass of carbon dioxide.

By partnering with its anaesthetists, St John of God Health Care has enabled a switch to environment-friendly alternatives. This approach was previously adopted by the UK NHS and WA public health system with no adverse impact on patient care. The change is projected to reduce our CO₂ emissions by 260 tonnes annually and yield financial savings.



Chief Operating Officer Ben Edwards,
Anaesthetist Alex Swann and Chief
People Officer Carla Bonev



Patient experience and clinical excellence

The ministry of Catholic health care is expressed by St John of God Health Care through the delivery of safe, high quality, person-centred care.

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 2023-24, the Australian Commission on Safety and Quality in Health Care (ACSQHC) introduced mandatory short-notice assessments, replacing the previous model. This change requires hospitals to maintain continuous readiness for assessment against the NSQHS Standards. Eight of our hospitals successfully completed this rigorous process, achieving excellent results.

Our dedicated Patient Experience and Clinical Excellence (PEaCE) team works closely with clinical caregivers to drive ongoing improvements and enhancements across our hospitals and services.

Key safety and quality priorities

We remain focused on key safety and quality priorities across the organisation. Central to our approach is the use of data

collection and insights, supported by a comprehensive and evolving analytics program that guides our initiatives, reporting, and trend analysis.

Our clinical digital and technology portfolio, available to caregivers at all our sites, supports data collection for our analytics program and enhances our capability for oversight and continuous improvement of clinical governance across the group. The portfolio includes:

- Riskman - our clinical risk management application
- Qualtrics - our patient feedback application
- Protect - our caregiver vaccination repository
- Perinatal Database - our perinatal record
- MARS - our clinical audit system.

We continue to apply risk-based assessment methodology for policy review, development, and identifying key areas for audit focus. Assessments take into consideration our caregiver training, information dissemination and relevant local factors.

This year, we have placed even greater emphasis on refining our clinical governance processes by leveraging both internal and external expertise for advice, oversight, and improvement opportunities.

In addition to strengthening governance, we have also focused on clinician expertise and patient feedback to guide our decision-making from the ward to the Board.

Clinical safety

We are continuing to implement clinical support systems like CHARM, an oncology information management system that ensures safe medication management, and the Pyxis® automated medication dispensing system, which enhances medication administration safety. These systems have been introduced in procedural areas, with potential for further evaluation and expansion into other departments.

Additionally, we are rolling out large volumetric pumps, equipped with a medication library, to optimise the administration of intravenous medications.



Patient experience and clinical excellence

Risk reduction programs

We have enhanced our digital tools to monitor and understand trends in patient falls and funded a pilot project for a dedicated falls clinical specialist and researcher in response to the shared, national hospital challenge of fall management. The project included the development of a prevention program including patient-focused falls education at key moments of care. This financial year, our aggregate falls with harm incident rate of 0.92 was better than the national ACHS benchmark of 1.0 per 10,000 bed days.

Hand hygiene remains a key focus in reducing the risk of patient infections. Our compliance rate for hand hygiene was 85.33 for the financial year, which is higher than the national target benchmark of more than 80 per cent. Our It's OK to Ask program supports our efforts by empowering patients and their visitors to actively participate in infection prevention. Running alongside our caregiver programs, it encourages them to speak up and get involved in managing infection risks.

To improve the care and management of *Staphylococcus aureus* bloodstream infections

(SABSI), we have introduced new caregiver training focused on proactive management of cannula sites and a standardised reporting framework for early detection of suspected infections.

Our aggregate hospital-acquired SABSI rate was 0.38 for the year, which is significantly above the national ACHS benchmark of 1.0 per 10,000 bed days.

Additionally, we are enhancing caregiver skills in blood management to support high-risk transfusion procedures, ensuring adherence to best practices in this specialty.

Person-centred care

Compassionate, person-centred care is integral to achieving clinical excellence and delivering high-quality health services. We place strong emphasis on cultivating a culture that promotes this approach to patient care.

A suite of comprehensive care plans have been developed for use by the multidisciplinary care teams at all St John of God hospitals to provide patient-centred inclusive care. This care planning process helps reduce duplication in medical records and forms, enhances critical thinking

In 2023-24, pastoral care support was provided to:

31%

of overnight patients in generalist hospitals

67%

of clients in mental health hospitals

among caregivers, and fosters better anticipation of patient needs and outcomes. This initiative not only meets requirements like short-notice assessments but also supports our commitment to individualised care.

Pastoral Services is 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.

“You know, out of everything that has happened while I’ve been in the hospital, this has been the most healing thing. Out of all the treatment I’ve received, I needed this the most. I feel a lot more hope now that things will be manageable. Thank you so much. I’ll always remember what you’ve done for me.”

Patient feedback on pastoral care

We are committed to preserving the authenticity of pastoral care by adhering to a model inspired by Jesus as the “healer” and the “Good Shepherd,” while integrating contemporary professional clinical practices.

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

At St John of God Health Care, research stands as a cornerstone to our commitment to advancing patient care. Our research initiatives provide patients with access to innovative treatments, often available only through clinical trials. Our involvement spans multicentre trials funded through rigorous public peer review processes, as well as internal research efforts led by our dedicated caregivers and visiting medical officers (VMOs). These activities are pivotal not only in driving innovation but also in enhancing the quality of care we offer.

Our research efforts are instrumental in attracting and retaining top tier caregivers and VMOs, fostering a culture that prioritises and integrates the latest clinical evidence.

Furthermore, research facilitates the development of critical partnerships with universities, commercial sponsors, and medical research institutes. This collaborative ecosystem is designed to enhance patient outcomes through ongoing research advancements.

We have identified several high priority research areas that align with our strategic goals:

- optimal management of psychological trauma
- anaesthesia and perioperative medicine
- orthopaedic surgery
- nutrition
- oncology
- strategies for the prevention and treatment of delirium.

Additionally, research focusing on the care provided by nurses, midwives and allied health professionals has been recognised as a critical area of focus.

The organisation’s Research Office plays a central role in coordinating research activities across the organisation. In collaboration with the St John of God Health Care Human Research Ethics Committee, we ensure that approved research meets the highest standards of quality and ethical compliance, aligning with our Mission and Vision.

Over the past year, we have focused on enhancing our research governance systems. We are actively working towards full compliance with the National Clinical Trials Governance Framework, which is essential for hospital accreditation. This effort highlights our dedication to maintaining excellence in research governance and operational standards.







Compassion

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

Our people

St John of God Health Care's commitment to the future is exemplified by the dedication of our people. From frontline caregivers to our support teams, everyone is united in bringing our Mission to life through daily practice with unwavering determination.

As a large and diverse organisation, we are dedicated to fostering a positive culture and investing in our caregivers. Our focus is on enhancing their wellbeing, supporting their career growth, and enabling them to provide outstanding patient care.

Advancing on our reconciliation journey

In May 2024, we proudly launched our Innovate Reconciliation Action Plan (RAP) 2024-2026, reaffirming our commitment to making a meaningful impact as a major health care provider in Australia. This RAP reflects our dedication to closing the gap in health outcomes for Aboriginal and Torres Strait Islander peoples while also enhancing their employment opportunities within our organisation.

A central component of our RAP is the creation of an Aboriginal employment framework, which is designed to serve as the foundation for increasing the representation

of First Nations peoples within St John of God Health Care. This framework is not just a strategy, it is also a long-term commitment to ensuring that our workforce is inclusive and reflects the communities we serve.

Through this initiative, we aim to provide culturally appropriate support and development pathways that enable First Nations caregivers to thrive in their careers. We are focused on creating an environment where Aboriginal and Torres Strait Islander peoples feel valued, respected and empowered to contribute to the delivery of exceptional patient care.

By embedding this framework into our broader organisational strategy, we are taking deliberate steps towards fostering a more diverse and equitable workforce. This aligns with our overarching goal of improving health outcomes and providing sustainable employment opportunities for Aboriginal and Torres Strait Islander peoples, ultimately contributing to the broader national effort to achieve reconciliation.

16,500

people employed across Australia and New Zealand, with more than 1800 new caregivers onboarded.

4.72 (LTIFR)

Maintained a stable lost time injury frequency rate (LTIFR) which is in line with national best practice.

878

volunteers who contributed to the comfort and care of our patients and visitors in our services.

Image on right: Group CEO Bryan Pyne with caregivers at the HBF Run for a Reason in Perth



Our people

As a large and diverse organisation, we prioritise fostering a positive culture and investing in our caregivers to enhance their wellbeing, support their career development and enable delivery of outstanding patient care.

Prioritising health, safety and wellbeing

Our lost time injury frequency rate (LTIFR) has decreased to 4.72, down from 6.11 in 2021-22. Our Organisational Health, Safety, and Wellbeing Strategy guides our efforts to support our caregivers. This year, we focused on:

- Developing a psychosocial risk management program to address the top five risks at each hospital or service, including a mental health strategy and a critical incident trauma response toolkit.
- Continuing the rollout of the OHS risk program.
- Enhancing support for caregivers returning to work after an injury or illness.
- Implementing the Solv injury management system to support best practice injury management processes.

Forming a Mission-aligned workforce

We place a strong emphasis on Formation across the organisation to ensure our culture aligns with our Mission and that we continue to deliver excellent and compassionate care. Formation enhances our caregivers' abilities to embody our Mission, Vision, and Values in their interactions with one another and with those we serve.

We offered over 40 leader formation programs throughout the year, including face-to-face, online, and self-directed options. We achieved a 99.8 per cent compliance rate across the organisation, and all hospitals and services met their leader formation targets.

We expanded our Formation offerings to include new programs addressing identified areas of interest and need including: mission discernment framework, heritage formation programs, growing in our ethic of care, and Aboriginal cultural awareness and competence programs. Partnerships with the Australian Catholic University and the University of Notre Dame Australia continued, with 10 leaders enrolled in their Catholic leadership programs in 2023-24.

We continue to develop, care for and actively share our rich and diverse history and heritage both internally and externally, through the St John of God Health Care Heritage Collection.

Securing future generations of nurses and midwives

Nurses and midwives make up half of our workforce and we have a number of initiatives to ensure we have a qualified and highly skilled talent pool into the future. This includes:

- **Expanding nursing and midwifery careers:** We partnered with 32 education providers to attract and develop talent in nursing and midwifery. Over the past year, 250 graduates joined St John of God Health Care, including 162 registered nurses, 71 enrolled nurses and 17 registered midwives. Notably, 67 per cent of these graduates had previously completed student placements at our hospitals.



Workforce snapshot

48%

of all our caregivers are nurses or midwives

80%

of our workforce is female

40

caregivers identify as Aboriginal and Torres Strait Islander peoples

34

caregivers have disclosed a disability

5015

specialist doctors are accredited to treat patients at our hospitals

- Midwifery growth and support programs:** Since July 2022, our Midwifery Scholarship, Student Midwife Employed Program, Graduate Midwife Program and Re-entry to practice initiatives have led to the registration of 37 new midwives, with another 43 expected to become eligible for registration within the next six to 18 months. The 2023 Midwifery Scholarship was awarded to 11 caregivers training for their registered midwife qualification. In addition, 59 registered nurses enrolled in the Student Midwife Employed Program, with 11 having already completed the program and transitioned into registered midwife roles at our hospitals.
- High retention rates:** Pleasingly we achieved an 88 per cent retention rate among the nursing and midwifery graduates recruited in 2023, demonstrating our commitment to supporting their transition and career development. We look forward to these caregivers continuing their careers with us for many years to come.
- Building talent pipelines:** Our partnerships with various education providers have created robust talent pipelines, facilitating the transition of students to graduates at our hospitals. These partnerships also offer caregivers career progression through postgraduate qualifications, clinical leadership programs and specialised training opportunities. Key initiatives include:
 - Postgraduate qualifications in nursing specialisations, clinical leadership and advanced practice.
 - The launch in 2024 of the combined St John of God Health Care and University of Notre Dame Nursing (Assistant in Nursing) Clinical School, where 11 University of Notre Dame Bachelor of Nursing students will complete all clinical placements at our hospitals as Assistant in Nursing caregivers while continuing their studies.

Our people

- The launch in 2023 of the combined St John of God Health Care and North Metropolitan TAFE Anaesthetic Technician Clinical School, which welcomed 17 Diploma of Anaesthetic Technology and Practice students. Two students have already completed the course and secured positions as Anaesthetic Technicians at our hospitals, and a quarter of the students are existing caregivers employed as part of our Grow Our Own principle aimed at upskilling our workforce.
- **CareerTracker internship program:** We continue to support our CareerTracker intern program for students of Aboriginal and Torres Strait Islander descent, with seven interns rotating through placements in New South Wales and Western Australia.

These interns have gained experience in disciplines such as allied health, nursing, medicine, Aboriginal and Torres Strait Islander peoples' health, hospital projects and outreach. Two interns have completed multiple internships.

Career and professional development

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.

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

This year, 18 caregivers were inaugural recipients of the St John of God Health Care Scholarship that recognises and rewards excellent performance, supports caregiver development and enables caregivers to make strong and positive contributions to workforce and patient care at St John of God Health Care.

The Sister Bridget Clancy Scholarship for the Empowerment of Women through Education, sponsored by the Sisters of St John of God, was awarded to 24 caregivers. This scholarship is open to female caregivers undertaking or intending to undertake undergraduate or postgraduate studies in selected areas.



Supporting our leaders

We continued our investment in strengthening the leadership capability of our organisation.

This year saw the continued roll out of the globally-recognised health care leadership development course, Leading an Empowered Organisation (LEO). We trained 23 senior leaders as LEO facilitators and delivered seven development programs.

The leadership effectiveness (360 degree feedback) program was launched in June 2023 for approximately 140 leaders. Participants received a detailed report on how their stakeholders, teams, and peers perceived their leadership. This was accompanied by coaching sessions to help them leverage their strengths and improve in identified areas of opportunity.

Refreshed ethics framework

In 2023, the St John of God Health Care Ethics Framework was refreshed by the Trustees in support of our commitment as a Catholic health care provider to uphold the dignity of every person. Actions that have been taken to embed the Framework include:

- revising the Terms of Reference and membership of the St John of God Health Care Ethics Committee

- strengthening the process by which ethical case studies are recorded and shared to enhance learning across the organisation
- introducing a refreshed approach to reporting ethical matters.

Over the year, there was a sustained effort to provide ongoing education for caregivers in responding to patients who enquired about Voluntary Assisted Dying in our hospitals, to ensure respect for patients and alignment with our ethic of care.



Social justice initiatives

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

\$480,000

contributed through our Social Justice Patient Concession Policy, which supports vulnerable patients to access health care not available elsewhere or where there are severe hardship circumstances that create barriers to treatment and high quality care.

\$170,000

caregiver assistance funding given as part of commitment to caring for our workforce. Funding provided financial and various forms of practical support to our caregivers experiencing hardship.

> \$425,000

funding provided for 30 initiatives at our hospitals and services across Australia and the Asia-Pacific region. Many of these initiatives range from small projects within local communities to international efforts that focus on addressing unmet need as guided by our Definition of Unmet Need published in March 2023.

Social Outreach services



Raphael Services

Free prenatal and early childhood mental wellbeing care and support for parents, to enable them to bond and thrive with their newborn.

Mental Wellbeing Services

Support, counselling and strategies that empower people to deal with wellbeing challenges and live the life they want.

Drug and Alcohol Withdrawal Network

Free, confidential withdrawal advice and support for people who want to stop relying on alcohol or drugs.

Horizon House

Homes, care and support for young people who are experiencing or at risk of homelessness.



2003

Empowered more than

26,000

people to address harmful alcohol and drug use.

Broke the cycle of homelessness for more than

1,500 young people

and

260 adults

with mental health challenges.

Celebrating 20 years of providing free or low-cost support services that have empowered individuals, families and communities since 2003.

South West Community and Alcohol Drug Service

Education, counselling and support that helps individuals, families and the community understand and get on top of harmful alcohol and drug use.



Casa Venegas

Empowering people at risk of homelessness and deteriorating mental wellbeing to rebuild their lives.

Head to Health

Advice, counselling, specialist care and practical support for anybody feeling distressed, anxious or overwhelmed.

International Health

Working with overseas governments, local partners and health care professionals to transform their health care systems.

Supported more than

27,000 people

to improve their mental wellbeing.

Provided a direct, positive outcome for more than

83,000 people

from our services, not including extended families, loved ones, support networks and the wider community.

Helped more than

29,000 new parents

experiencing mental health challenges so they and their babies could thrive.

➤ **2023**

Building healthy communities

Facility redevelopments and expansions

With a focus on the future, we continue to invest in key capital development projects to expand our services and sustainably enhance overall patient and caregiver experiences.



St John of God Richmond Hospital

Enhancing mental health care

Redevelopment 2021-24

- **Completed:** Major redevelopment finished in May 2024, featuring 112 new private rooms, a neurostimulation suite, a Wellness Centre, and a dining pavilion.
- **Upcoming:** Final phase to include a new chapel and commercial pharmacy, with completion anticipated by the end of 2024.



St John of God Ballarat Hospital

Advancing medical services for the regional community

Redevelopment 2021-24

- **Completed:** Expansion project finalised in October 2024, delivering a new medical services building with two operating theatres, a 30-bed inpatient unit, a new Cardiac Catheter Laboratory, and an expanded Intensive Care Unit (ICU) with three additional beds.



St John of God Subiaco Hospital

Mother and Baby Centre and Heart Centre

Foundation and engineering enabling works 2020-26

New clinical building 2026-29

- **Development:** An eight-storey clinical building is proposed, featuring a dedicated Mother and Baby Centre, a Heart Centre, and nine additional operating theatres. This facility will add approximately 200 beds and replace critical infrastructure with a new energy-efficient site plant.
- **Progress:** Stage 1 (foundation works) completed in December 2023. Stage 2 (engineering and enabling works) is in progress, expected to conclude by mid-2026. Stage 3 (design of the new building) is underway, with the facility scheduled to open in late 2029.



St John of God Murdoch Hospital

Orthopaedic innovations and facility upgrades

Orthonova Orthopaedic Hospital
2024-26

- **New Facility:** A ground-breaking joint venture to establish Western Australia's first specialist orthopaedic hospital. This facility will offer advanced robotic joint replacement technology and sports surgery. Scheduled to be completed by late 2026.

Refurbishment 2023-24

- **Completed:** Expanded and reconfigured the Emergency Department and Endoscopy Unit in 2024.



St John of God Midland Private Hospital

Expanding Services for WA eastern suburbs and the Wheatbelt

Private hospital development
2024-26

- **In progress:** Early works have commenced on a six-theatre, 96-bed private hospital within the Midland Health and Knowledge Precinct. The facility will also accommodate additional beds and theatres for future expansion, with an opening planned for late 2026.



St John of God Mt Lawley Hospital

General facility upgrades

Intensive Care Unit Development
2024-25

- **In progress:** Developing a seven-bed, Level 1 Intensive Care Unit to enhance the hospital's capacity for complex cases. Additional refurbishments include upgrades to the Central Sterile Supply Department and sterile storage. Expected completion is late 2025.

This investment is a key part of our commitment to improving patient access and service experience in the communities we serve. These projects also strengthen our ability to offer greater access to mental health care in New South Wales, as well as introduce new and innovative services in Victoria and Western Australia.

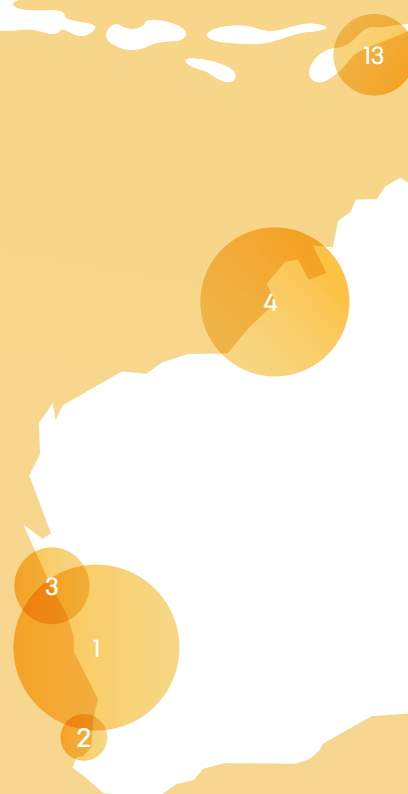




Respect

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

Our locations



Western Australia

1. Perth

Support services 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

Services

- St John of God Foundation
- St John of God Healthcare at Home
- St John of God Carine Specialist Centre
- Drug and Alcohol Withdrawal Network
- Horizon Houses

- Mental Wellbeing Services
- Head to Health
- Raphael Services

2. South West

St John of God Bunbury Hospital

Services

- St John of God Healthcare at Home
- South West Cancer Accommodation Centre
- Horizon House
- South West Community Alcohol and Drug Service

3. Mid West

St John of God Geraldton Hospital

Services

- Horizon House

4. North West

Services

- Horizon House (Broome)

Victoria

5. Melbourne

Support services office

Hospitals

- St John of God Berwick Hospital, including specialist centre
- St John of God Frankston Rehabilitation Hospital
- St John of God Langmore Centre

Services

- St John of God Accord
- St John of God Marillac
- St John of God Healthcare at Home
- Raphael Services

6. Ballarat

St John of God Ballarat Hospital

Services

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



7. Bendigo

St John of God Bendigo Hospital

Services

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

8. Geelong

St John of God Geelong Hospital, including specialist centre

Services

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

9. Warrnambool

St John of God Warrnambool Hospital

Services

- Horizon House

New South Wales

10. Sydney

- St John of God Burwood Hospital
- St John of God Richmond Hospital

Services

- Casa Venegas
- Raphael Services

New Zealand

St John of God Hauora Trust

11. Christchurch

Services

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

12. Wellington

Services

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

Asia Pacific

13. Timor-Leste

Services

- Health Managers Program
- Nursing Development Program
- Quality Program

14. Papua New Guinea

Services

- Mental health support service

Accord

Established: 1953

Locations: 54 sites in Melbourne’s northern, eastern, western and southern suburbs

Chief Executive Officer:
Rebecca Cattermole

Caregivers: 579

Clients: 975

Services: St John of God Accord empowers people living with disabilities to live a life full of purpose through a broad range of compassionate and engaging services.

The service helps people from all walks of life, religious and cultural backgrounds to pursue their unique goals from living independently to participating in skill-building activities.

St John of God Accord is a registered National Disability Insurance Scheme (NDIS) provider operating across the Melbourne metropolitan region.

Key achievements

- **Service direction:** Formulated the 2024-25 Strategic Plan to ensure cohesive goal alignment across all disability service centres, driving unified progress.
- **Client inclusion:** Prioritised client inclusion as a cornerstone of our strategy by appointing a dedicated caregiver to spearhead this essential initiative.
- **Empowered workforce:** Strategically positioned caregivers in roles where they can most effectively contribute to our Mission, ensuring they are well-equipped to drive our objectives forward.
- **Enhanced client education and housing options:** Expanded efforts to educate clients and their families on housing choices and living options. This included a new partnership with specialist disability accommodation provider InPlace Living and the growth of our supported independent living services.
- **Strategic growth planning:** Laid the groundwork for service expansion by appointing a business development manager tasked with cultivating key relationships with potential referrers and partners, positioning us for future growth.

Year ahead

- **Maximising client inclusion:** Launch the Consumer Participation Committee to further enhance client inclusion. Provide training for caregivers in supported decision making, ensuring they are equipped to understand and meet the service needs that empower our clients as active members of their communities.
- **Innovative housing solutions:** Drive innovation and expansion in housing options, with a focus on broadening our portfolio to include additional SDA partnerships. Set a target to increase supported independent living services by 20 per cent in 2025.
- **Service diversification:** Pursue a 10 per cent growth in non supported independent living services by the end of 2025, expanding our service offerings to meet diverse client needs.
- **Brand enhancement:** Amplify branding and marketing efforts, particularly through digital channels, to increase awareness of and engagement with our services.
- **Leadership strengthening:** Appoint a chief operating officer to lead service delivery and oversee the execution of key operational components of the strategic plan, ensuring we meet our ambitious goals.

Ballarat Hospital

Key achievements

Established: 1915

Location: 101 Drummond Street North, Ballarat, Victoria

Chief Executive Officer:
Maria Noonan

Medical Advisory Chair:
Dr Mark Guirguis

Caregivers: 1061

Beds: 227

Theatres and procedure rooms:
Five operating theatres, one endoscopy room, one catheter laboratory.

Accredited doctors: 206

Doctors directly employed: 27

Services: Overnight and day surgery, medical services, critical care, maternity, oncology, outpatient services, pastoral care rehabilitation, 24-hour emergency department, allied health.

Patient net promoter score as at 30 June 2024: 78.2

- **Catheter lab expansion:** Successfully opened a new catheter lab in November 2023, enhancing our cardiac care capabilities.
- **Patient-centred dining:** Introduced an à la carte room service catering model, allowing patients to order meals and snacks from a restaurant-style menu at their convenience, improving overall patient satisfaction.
- **Recruitment initiatives:** Launched a comprehensive recruitment campaign to attract new caregivers, supporting our ongoing service expansion efforts.
- **Garden beautification:** Completed the Garden Beautification Project, creating a more welcoming, peaceful and safe outdoor environment for patients, visitors and caregivers.
- **National Safety and Quality Health Services accreditation:** Achieved accreditation through the national standards in a short notice assessment, with no unmet requirements or recommendations.

Year ahead

- **Expansion of medical services:** Open a new medical services building that will include a 30-bed inpatient unit, a 10-bed Intensive Care Unit/Critical Care Unit, and two new operating theatres, with recovery facilities.
- **Targeted recruitment:** Continue the recruitment campaign to ensure required workforce mix is onboarded for the opening of the new medical services building.
- **Enhanced patient experience:** Implement a new patient entertainment system to further improve the patient experience and engagement during their stay.

Services overview



Established: 1965

Location: 133-145 Lily Street, Bendigo, Victoria

Chief Executive Officer:
Michael Hogan

Medical Advisory Chair:
Dr Joris Mekel

Caregivers: 665

Beds: 167

Theatres and procedure rooms:
Seven operating theatres, one catheter laboratory

Doctors directly employed: 20

Accredited doctors: 180

Services: Overnight and day surgery, medical services, allied health, bariatrics, cardiac surgery, day oncology, critical care, maternity, palliative care, pastoral care, rehabilitation, allied health.

Patient net promoter score as at 30 June 2024: 84.4

Key achievements

- **Launch of Joy Bendigo maternity program:** Introduced the new maternity program, offering a more affordable paid maternity model of care to better support expecting families.
- **New cardiac services:** Established a Cardiac Assessment Unit, enhancing our cardiac care offerings.
- **Marketing success:** Delivered highly effective marketing, communications, media and digital campaigns to promote the hospital's new services, resulting in increased visibility and engagement.
- **Improved medical officer satisfaction:** Achieved a 77 per cent increase in Net Promoter Score from visiting medical officers, driven by the ongoing engagement efforts of our Business Development Manager and a robust events schedule.
- **Leadership strengthening:** Appointed a permanent and experienced director of nursing and midwifery, reinforcing leadership in our clinical teams.
- **Expansion of medical staff:** Successfully recruited 18 new doctors to the hospital, strengthening our capacity to deliver high quality care.

Year ahead

- **da Vinci surgical robot implementation:** Introduce and implement a da Vinci robotic system, enhancing our surgical capabilities.
- **Mental health services development:** Advance the introduction of a comprehensive mental health service to expand our care offerings.
- **Palliative care services expansion:** Progress the establishment of a palliative care service, providing compassionate end-of-life care.

Berwick Hospital



Established: 1910

Location: 75 Kangan Drive, Berwick, Victoria

Chief Executive Officer:
Lisa Norman

Medical Advisory Chair:
Dr Mark Tarrant

Caregivers: 1005

Beds: 202

Theatres and procedure rooms:
Eight operating theatres, one catheter laboratory

Doctors directly employed: Five

Accredited doctors: 901

Services: Overnight and day surgery, medical services, cardiac care, oncology, critical care, maternity, palliative care, pastoral care, rehabilitation, allied health.

Patient net promoter score as at 30 June 2024: 83.1

Key achievements

- **Virtual emergency department launch:** Collaborated with My Emergency Doctor to launch a virtual emergency department, improving access to emergency care and streamlining hospital admissions when needed.
- **Enhanced patient dining experience:** Introduced an à la carte room service catering model, allowing patients to order meals and snacks from a restaurant-style menu at their convenience, enhancing patient satisfaction.
- **Redevelopment planning:** Continued planning for the next stage of redevelopment, aimed at expanding services and facilities to better serve the community.
- **Transformative paediatric surgery:** Changed the lives of two paediatric patients; Sang from Vietnam by correcting talipes through a social outreach-funded surgery performed by Professor Ton Tran in collaboration with the Children First Foundation and Lendyta from Vanuatu who underwent reconstructive plastic surgery with Dr Rebecca Wyten.
- **Nursing fellowship program:** Established a fellowship program in partnership with Federation University to support nursing students' integration into the hospital environment and deepen their understanding of the Mission of St John of God Health Care.
- **National Safety and Quality Health Service accreditation:** Achieved accreditation through the national standards in a short notice assessment, with no unmet requirements or recommendations.

Year ahead

- **Redevelopment expansion:** Continue planning for the next stage of redevelopment, which will include additional overnight beds, new operating theatres and an expanded emergency department, to meet growing community needs.
- **Dialysis unit development:** Lead fund-raising efforts and oversee the development and opening of a nine-chair dialysis unit.
- **Oncology system implementation:** Implement the CHARM oncology information management system in the Day Oncology Unit to further optimise adherence to evidence-based treatments.
- **Theatre utilisation optimisation:** Streamline operating theatre use to better meet the demand for surgical services from the community and surgeons.
- **Patient administration improvement:** Restructure patient administration services across St John of God Berwick Hospital and St John of God Langmore Centre to improve service responsiveness for patients and community members.

Services overview



Established: 1927

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

Chief Executive Officer:
Jack Harding

Medical Advisory Chair:
Dr Brendan O’Dea

Caregivers: 640

Beds: 145

Theatres and procedure rooms:
Five theatres and one cardiac interventional laboratory

Accredited doctors: 279

Doctors directly employed: 14

Services: Overnight and day surgery, medical services, allied health, oncology, cardiac care, palliative care, maternity, renal dialysis unit and satellite renal dialysis unit (Busselton). St John of God Bunbury Hospital is the only private hospital outside the metropolitan area that offers corneal transplants, and Descemet membrane endothelial keratoplasty (DMEK) surgery.

Patient net promoter score as at 30 June 2024: 75.9

Key achievements

- **Breakthrough in eye surgery:** Performed an advanced eye surgery with ophthalmologist Dr Lasitha Jayasinghe at the St John of God Bunbury Hospital Day Procedure Unit. This landmark procedure, made possible by donated eye tissue from the Lions Eye Institute in Perth, was featured in a 7Regional News interview with the first patient, Jill Upfold.
- **Expanded training opportunities:** Achieved provisional accreditation from the Post-graduate Medical Council of Western Australia (PMCWA), establishing two new resident medical officer training positions in the palliative care and coronary care units.
- **Caregiver wellbeing enhancement:** Launched the Bloom Council, a dedicated caregiver wellbeing initiative designed to improve communication, engagement and overall support in the hospital.
- **25-Year co-location milestone:** Celebrated 25 years of successful co-location with Bunbury Regional Hospital on the South West Health Campus, in partnership with WA Country Health Service.
- **National Safety and Quality Health Service accreditation:** Achieved accreditation through the national standards in a short notice assessment, with no unmet requirements or recommendations.

Year ahead

- **Advancement of campus redevelopment:** Collaborate with Bunbury Regional Hospital to further the redevelopment of the South West Health Campus, enhancing health care infrastructure and services in this critical population catchment.
- **Endoscope reprocessing upgrades:** Modernise and enhance efficiency in our endoscope reprocessing departments through targeted refurbishments.
- **Expansion of surgical services:** Focus on growing our surgical offerings, with particular emphasis on orthopaedics and general surgery.
- **Colorectal surgery service development:** Establish a comprehensive colorectal surgery service, supported by a dedicated clinical nurse specialist, to meet growing community needs.
- **Recruitment and retention of specialists:** Strengthen our medical team by attracting and retaining top specialists in the region.
- **Leadership development program:** Roll out the Leading an Empowered Organisation (LEO) leadership training across the hospital to cultivate empowered and effective leadership.

Frankston Rehabilitation Hospital



Key achievements

Established: 2004

Location: 255-265 Cranbourne Road, Frankston, Victoria.

Chief Executive Officer:
Lisa Norman

Medical Advisory Chair:
Dr Mark Tarrant

Caregivers: 196

Beds: 60

Accredited doctors: 32

Doctors directly employed: One

Services: Orthopaedic rehabilitation, cardiac care, neurological, palliative care, pain management, pastoral care, outpatient services.

Reconditioning for patients who have had a long illness or been in an acute hospital recovering from injury and have deteriorated physically.

Patient net promoter score as at 30 June 2024: 82.2

- **Multidisciplinary spasticity clinic launch:** Successfully established a clinic specialising in muscle rigidity in July, enhancing our ability to provide specialised care.
- **Nursing fellowship program:** Partnered with Federation University to launch a fellowship program, supporting nursing students' integration into the hospital environment and deepening their understanding of the Mission of St John of God Health Care.
- **Values-based mural project:** Collaborated with Frankston High School students to create a values-based mural in the gym, reinforcing our commitment to community engagement and the importance of our Values.
- **Community health partnerships:** Developed strong relationships with local lifestyle villages, offering allied health and nursing support through basic health checks and health advice.

Year ahead

- **Service diversification:** Explore opportunities to diversify services, with the goal of increasing patient intake and broadening our impact.
- **Marketing and business development:** Develop and implement a comprehensive marketing and business development strategy to promote our programs, strengthen relationships with GP practices, referrers, aged care facilities, and lifestyle villages, and ultimately boost hospital admissions while supporting the wider community.
- **Outpatient lymphedema clinic:** Establish a dedicated outpatient lymphedema clinic. One caregiver has already completed training, with two more soon to be qualified, ensuring we are well prepared to offer this essential service.

Services overview



Established: 1905

Location: 80 Myers Street, Geelong, Victoria

Chief Executive Officer:
Stephen Roberts

Medical Advisory Chair:
Mr Richard Grills

Caregivers: 1237

Beds: 284

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

Accredited doctors: 344

Doctors directly employed: 119

Services: Overnight and day surgery, medical services, cardiac care, emergency department, critical care, maternity, oncology, palliative care, rehabilitation, allied health.

Patient net promoter score as at 30 June 2024: 82.5

Key achievements

- **Heart surgery partnership:** Collaborated with the East Timor Hearts Fund to provide life-saving heart surgery for two individuals from Timor-Leste, addressing critical heart disease and making a significant difference to their lives.
- **Endoscope reprocessing upgrade:** Successfully upgraded the endoscope reprocessing department in the Day Surgery Centre to meet the safety standards outlined in AS/NZS 5369 ensuring enhanced safety and compliance.
- **Maternity unit enhancement:** Completed stage one of a \$7.5 million upgrade to our maternity unit, marking a significant milestone in enhancing our facilities.
- **Milestone celebrations:** Commemorated the 10-year anniversaries of our rehabilitation service and the opening of the first private emergency department in Geelong, highlighting a decade of excellence in these areas.
- **Innovative neonatal service:** Partnered with Barwon Health to introduce a pioneering neonatal service collaboration, improving care for our youngest patients.
- **National Safety and Quality Health Service accreditation:** Achieved accreditation through the national standards in a short notice assessment, with no unmet requirements or recommendations.

Year ahead

- **50th anniversary celebration:** Mark the hospital's 50th anniversary since joining St John of God Health Care, celebrating a half century of dedicated service and community impact.
- **Maternity unit refurbishment:** Complete stage two of the maternity unit refurbishment, further advancing our commitment to providing exceptional maternal care.
- **Masterplan finalisation:** Finalise the St John of God Geelong Hospital precinct Masterplan, setting the direction for future growth and development.
- **Service quality and sustainability:** Continue to implement initiatives aimed at enhancing service quality and promoting sustainability, ensuring we meet the evolving needs of our patients and community.

Geraldton Hospital



Established: 1935

Location: 12 Hermitage Street,
Geraldton, Western Australia

Chief Executive Officer:
Phillip Balmer

Medical Advisory Chair:
Dr Aman Singh

Caregivers: 192

Beds: 60

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

Accredited doctors: 90

Services: Overnight and day surgery,
medical services, palliative care,
oncology, maternity, pastoral care.

**Patient net promoter score as at
30 June 2024:** 83.9

Key achievements

- **Increased patient activity:** Achieved a 15 per cent increase in separations, rising from 6780 to 7772. This includes a 15 per cent rise in surgical separations and an 18 per cent increase in operating room activity. The growth is largely attributed to the expanded use of the minor procedure room for endoscopy, which began in February 2023. This expansion has also boosted the utilisation of main theatres, particularly for orthopaedic and general surgery.
- **Enhanced collaboration with WA Country Health service:** Strengthened our working relationship, leading to improved collaboration and service delivery between partner organisations.
- **Maternity unit support:** Assisted 225 mothers, babies and partners, reflecting a 15 per cent increase on prior year deliveries. Resolved workforce challenges and optimised unit efficiency by increasing the use of the ward for gynaecology and female day surgery, thus improving bed capacity for the medical/surgical ward.
- **National Safety and Quality Health Service accreditation:** Achieved accreditation through the national standards in a short notice assessment, with no unmet requirements or recommendations.

Year ahead

- **Perioperative redevelopment:** Continue to advance the redevelopment of perioperative services, enhancing our surgical and procedural capabilities.
- **Patient-centric dining model:** Introduce an à la carte room service catering model, allowing patients to order meals and snacks from a restaurant-style menu at their convenience.
- **Clinical Service Medical Cover Agreement implementation:** Implement and meet the agreement requirements with WA State, ensuring compliance and operational excellence.
- **Caregiver engagement:** Build and strengthen caregiver engagement to foster a supportive and collaborative work environment.
- **Skill development:** Develop the skills of nursing, medical and midwifery caregivers to enhance local access to maternity, surgical and acute medical care, thereby reducing barriers and supporting hospital viability and growth requirements in this important regional catchment.

Hauora Trust

Established: 2008

Location: New Zealand

Chief Executive Officer:
Sarah Hillier

Caregivers: 327

Accommodation capacity: 136

Services: Health and Ability Services delivers residential care and support services for people living with physical and neurological disability in Canterbury and Wellington.

Community, Youth and Child Services delivers wrap-around services to vulnerable young people and their whānau. Supports include social work, mental health and wellbeing counselling, pregnancy and parenting services, adventure therapy for youth at risk and young people who have offended, and an early childhood centre, Little Owls Preschool.

Key achievements

- **Cultural leadership appointment:** Appointed Māori Cultural Advisor Henare Te Karu to advance the organisation's cultural development and commitment to Te Tiriti o Waitangi.
- **Disability support services:** Provided residential care and rehabilitation services to 185 clients living with disability, or tāngata whaikaha, in Canterbury and Wellington.
- **Transitional housing initiative:** Launched a transitional housing service, offering safe and stable housing for seven young parents and their whānau.
- **Enhanced client management:** Implemented the eCase client management system to improve service delivery and operational efficiency in residential care.
- **Youth development grant:** Secured a \$390,000 grant from the Ministry of Youth Development for the Ākonga Youth Development Community Fund, supporting experiential learning programs for young people.
- **Brand research project:** Conducted a brand research project to assess and enhance stakeholder and community perceptions of our work.
- **Preschool service review:** Completed an internal review of Little Owls Preschool to ensure and improve service sustainability and quality.

Year ahead

- **Client care systems enhancement:** Leverage client care systems to improve clinical quality and performance reporting for Health and Ability Services.
- **Residential care expansion:** Develop a plan to increase residential care capacity at St John of God Halswell.
- **Strategic plan development:** Begin crafting the next St John of God Hauora Trust Strategic Plan to guide future growth and direction.
- **Cultural pathway and staff development:** Implement the Āwhiowhio Māori Cultural Pathway and other staff development initiatives to promote diversity and strengthen organisational culture.
- **Sustainability planning:** Develop the St John of God Hauora Trust Sustainability Plan 2025–30 to enhance our ecological and social impact.
- **Brand review implementation:** Execute the brand review project to better align with community and stakeholder needs, and further integrate our Mission and Values.

Healthcare at Home



Established: 2009

Locations: Ballarat, Bendigo, Berwick, Bunbury, Geelong, Mandurah, Midland, Murdoch, Osborne Park

Chief Executive Officer:
Leanne Merchant

Caregivers: 139

**Patient net promoter score
as at 30 June 2024:** 82.3

Services: Home care services that include general post-acute nursing, personal care, chemotherapy and infusions, complex wound and stoma care, midwifery and lactation support, and allied health services.

Key achievements

- **Extensive home care service:** Conducted 68,641 home visits, reflecting our commitment to delivering comprehensive and accessible care.
- **Patient management system:** Successfully implemented a new patient management system, improving operational efficiency and patient care.
- **Innovative care models:** Created flexible care models for rehabilitation at home services to better address varied patient needs.
- **Financial sustainability:** Achieved financial stability by meeting budget targets for the 2024 financial year through sound financial management.
- **Virtual care strategy:** Contributed to the Virtual Care Strategy, enhancing our digital care capabilities and service offerings.

Year ahead

- **Australian Council of Healthcare Standards accreditation:** Prepare for and attain accreditation in March 2025.
- **Brand awareness:** Boost brand visibility with a targeted Healthcare at Home marketing and communication plan, clarifying service offerings and referral pathways to consumers and health practitioners.
- **Service expansion:** Develop and introduce flexible fee-for-service options, including self-funded patient packages, to meet emerging demand for this patient cohort.
- **Private health fund contracts:** Secure direct contracts with private health funds to expand service access and support financial sustainability.
- **Capability enhancement:** Strengthen organisational capabilities to better meet evolving care needs and demands.

Services overview



Established: 2022

Location: 3 Gibb Street, Berwick, Victoria

Chief Executive Officer:
Lisa Norman

Medical Advisory Chair:
Dr Mark Tarrant

Caregivers: 169

Beds: 60

Theatres and Procedure rooms:
One electroconvulsive therapy suite

Accredited doctors:
Seven GPs and physicians and
20 psychiatrists

Services: Day patient programs, detoxification and rehabilitation, inpatient acute psychiatry, inpatient perinatal mental health, private psychiatry.

Patient net promoter score as at 30 June 2024: 64.6

Key achievements

- **Community education initiatives:** Launched new community education programs, including Working Women's Wellness and Creative Art for Wellness, to support holistic wellbeing.
- **Community garden:** Opened a new community garden space in partnership with the Rotary Club of Berwick, enhancing community engagement and wellness.
- **Updated food menu:** Introduced a new menu based on patient feedback, improving dining experiences for our patients.
- **Perinatal mental health service:** Welcomed the GLOW perinatal mental health service into newly redeveloped consulting suites, expanding our mental health support for new parents.
- **rTMS milestone:** Celebrated administering 50,000 repetitive transcranial magnetic stimulation (rTMS) treatments since the service's inception in July 2014, marking a significant achievement in care and overall quality-of-life improvement for patients.
- **Fellowship program:** Established a fellowship program with Federation University to aid nursing students' integration into the hospital and deepen their understanding of our Mission and Values.

Year ahead

- **Community education expansion:** Expand the community education program to cover additional topics and increase session availability.
- **Stephenson House redevelopment:** Upgrade Stephenson House to accommodate new programs and services, enhancing our facility's capacity and offerings.
- **PTSD service exploration:** Explore the development of a dedicated post-traumatic stress disorder (PTSD) service specifically for emergency services professionals.
- **ADHD service exploration:** Investigate the potential for establishing a specialised attention deficit hyperactivity disorder (ADHD) service.
- **EMDR therapy introduction:** EMDR is eye movement desensitisation and reprocessing (EMDR) therapy, a method designed to process traumatic memories through specific eye movements. This therapy was introduced in 2024 and will be expanded in 2025.

Marillac

Key achievements

Established: 2017

Chief Executive Officer:
Michael Hogan

Caregivers: 5

**Specialist disability homes
across metropolitan Melbourne:** 32

Services: St John of God Marillac
provides specialist disability
accommodation to people living
with disabilities in 32 homes across
metropolitan Melbourne.

- **Expansion of specialist disability accommodation:** Constructed four new, fully accessible specialist disability accommodation units in Hillside and Ardeer, Western Melbourne, providing homes for 12 individuals.
- **Ongoing development:** Initiated the construction of two additional homes for six individuals with disabilities in Melbourne's western suburbs.

Year ahead

- **Completion and launch:** Finalise and launch two additional new homes, expanding our accommodation offerings and supporting more individuals in the community.
- **Enhanced marketing and client engagement:** Broaden market reach through a new digital marketing and business development strategy. Redesign the client journey and marketing materials to better engage and inform potential clients.

Midland Public and Private Hospitals

Key achievements

Established: 2015

Locations: 1 Clayton Street, Midland,
Western Australia

Chief Executive Officer:
Paul Dyer

Midland Senior Doctors Forum:
Chair: Currently vacant

**Doctors in Training Consultative
Committee:**
Chair: Dr Helen Harris

Caregivers: 3024

Beds: 367

Theatres and procedure rooms: Nine
theatres and three procedure rooms

Accredited doctors: 399

Doctors directly employed: 277

Services:
Public: Overnight and day surgery,
medical services, allied health,
emergency, geriatric and aged care,
maternity, mental health, critical care,
rehabilitation.

Private: Overnight and day surgery,
medical services, bariatrics, cardiac
care, neurology, oncology, pastoral care

**Patient net promoter score as at
30 June 2024:** 69.9

- **New private hospital project:** Announced intention to build a new private hospital on Watertank Way, with construction to start in August 2024 and completion expected in 2026. The facility will include 96 overnight beds (with a six-bed critical care unit) and 33 same-day beds/chairs, expanding private medical and surgical services in the Midland area. This project will support the State Government's plan to increase public hospital beds by 60 from July 2026.
- **Moort Boodjari Mia (MBM) expansion:** Progressed the expansion of MBM, which provides specialised maternity care for Aboriginal and Torres Strait Islander women in Perth's east metropolitan region. In partnership with the Stan Perron Charitable Foundation and East Metropolitan Health Service, we are enhancing culturally appropriate perinatal care.
- **Enhanced Recovery after Surgery (ERAS) day pilot:** Launched an ERAS pilot in February to improve patient outcomes by promoting faster recovery and early discharge for young, medically non-complex elective patients.
- **National Safety and Quality Health Service accreditation:** Achieved accreditation through the national standards in a short notice assessment, with no unmet requirements or recommendations.

Year ahead

- **New hospital construction:** Advance the construction of the St John of God Midland Private Hospital, with completion expected in 2026.
- **Emergency department expansion:** Continue with plans to expand the Emergency Department as part of the hospital's redevelopment.
- **Software implementation:** Achieve full deployment of patient flow and electronic task management software across the hospital, including the electronic triage system in the emergency department.

Mt Lawley Hospital



Established: 1937

Location: Thirlmere Road, Mt Lawley, Western Australia

Chief Executive Officer:
Vanessa Unwin

Medical Advisory Chair:
Dr Paul McRae

Caregivers: 678

Beds: 175

Theatres and procedure rooms:
Eight operating theatres and two procedure rooms

Accredited doctors: 481

Doctors directly employed: 21

Services: Overnight and day surgery, medical services, mental health, private and public rehabilitation.

Patient net promoter score as at 30 June 2024: 79.8

Key achievements

- **Strategic transformation:** Launched a major business transformation to shift the hospital's focus, following the transfer of maternity services to St John of God Subiaco Hospital. This initiative establishes distinct north and south metro centres of excellence for private maternity care in Perth.
- **Orthopaedic expansion:** Introduced a cutting-edge robotics program, featuring the Smith & Nephew CORI, Stryker Mako Robotic-Arm, and DePuy Synthes VELYS systems, to offer advanced minimally invasive surgical options and improve patient outcomes.
- **Patient dining experience:** Implemented a hospital-wide à la carte room service catering model, allowing patients to order meals and snacks from a restaurant-style menu at their convenience.
- **10-Year anniversary:** Marked 10 years of service provision within the St John of God Health Care and over \$30 million invested in critical infrastructure, celebrating with a commemorative artwork by local Aboriginal Elder Janetia Knapp.
- **National Safety and Quality Health Service accreditation:** Achieved accreditation through the national standards in a short notice assessment, with no unmet requirements or recommendations.

Year ahead

- **ICU commissioning:** Complete development of new seven-bed Level 1 Intensive Care Unit (ICU), set to open in mid-2025, to enhance the hospital's capacity for managing high-acuity and complex cases.
- **Public health expansion and support:** Expansion of public medical and surgical beds to support general medicine and elective surgery and enhance community health care access.
- **Campus upgrades:** Advance renovations to the medical centre entrance, parking, wayfinding, Killowen House, theatres and central sterile services.
- **Leadership development:** Implement the Leading an Empowered Organisation (LEO) program to expand leadership capacity.
- **Regional partnerships:** Partner with WA Country Health Service to offer short-term placements for caregivers in remote regions including the Kimberley, Pilbara, Mid-West, Wheatbelt and Goldfields.

Services overview



Established: 1994

Location: Barry Marshall Parade,
Murdoch, Western Australia

Chief Executive Officer:
Ben Irish

Medical Advisory Chair:
Prof Peter Bremner

Caregivers: 2294

Beds: 510

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

Accredited doctors: 798

Doctors directly employed: 75

Services: Overnight and day surgery,
medical services, cardiac care,
oncology, critical care, emergency
department, palliative care, pastoral
care, maternity, paediatrics, sleep
studies and allied health.

**Patient net promoter score as at
30 June 2024:** 78.4

Key achievements

- **Orthonova orthopaedic hospital:** Received approval for the construction of the Orthonova Orthopaedic Hospital at Murdoch, a pioneering joint venture between St John of God Health Care and 24 orthopaedic surgeons. The hospital will offer specialised orthopaedic care including robotic joint replacement and advanced sports surgery technologies.
- **Emergency department refurbishment:** Initiated a major refurbishment of the Emergency Department, featuring an expanded waiting area, new triage zone, enhanced admission and examination spaces, and a redesigned doctor/nurse station.
- **Endoscopy expansion:** Completed the expansion of the Endoscopy Unit in March 2024, adding a new procedure room, more patient beds, a refurbished decontamination area and advanced scope drying cabinets.
- **Angiography suite upgrades:** Finalised significant upgrades to the angiography suite in February 2024.

Year ahead

- **CARE program:** Launch the CARE program to empower caregivers to enhance patient safety and support caregivers' psychological safety and wellbeing.
- **Orthonova construction:** Begin the construction phase of the Orthonova Orthopaedic Hospital.
- **Theatre and day procedure unit expansion:** Start the expansion of theatres and the day procedure unit, along with an upgrade to the central sterilising services department.
- **Emergency department enhancement:** Complete the ongoing enhancement and refurbishment of the emergency department.

Social Outreach



Established: 2002

Locations: 54 locations in Western Australia, New South Wales, Victoria, Timor-Leste and Papua New Guinea

Chief Executive Officer:
Susan Cantwell

Caregivers: 257

Services: Community mental health: 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).

Health system capacity strengthening: International health programs in Timor-Leste and Papua New Guinea.

Key achievements

- **Service delivery:** Provided \$30.3 million in services to 6524 individuals in need.
- **New services:** Opened Head to Health services in Armadale, Gosnells and Mirrabooka, offering free, walk-in mental health support to local communities.
- **Facility developments:** Secured a new location for the Horizon House young mums program in Western Australia and completed refurbishment plans for the South West Community Alcohol and Drug Service in Bunbury.
- **Pilot program:** Initiated a nursing core competency program in Maubisse, Timor Leste – the first of its kind outside Dili.
- **Model updates:** Reviewed and updated models of care for homelessness and support services to address evolving client and community needs.
- **20th anniversary:** Celebrated two decades of delivering outreach services to the community.

Year ahead

- **Engagement and service plans:** Develop and implement social outreach, service level and local stakeholder engagement plans.
- **Technology integration:** Implement technology solutions to enhance client reach and operational efficiency.
- **Evaluation frameworks:** Design evaluation frameworks for each service to measure and assess social impact.
- **Consumer engagement:** Update and roll out the consumer engagement framework to integrate client and carer feedback into daily practices.
- **Workforce development:** Continue efforts to attract, develop and retain a diverse and engaged workforce.
- **Anniversary celebration:** Celebrate 20 years of transformative health programs in Timor-Leste.

Services overview



Richmond Hospital

Established: 1952

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

Chief Executive Officer:
Steven Rajcany

Medical Advisory Chair:
Dr Jeffrey Bertucen

Caregivers: 182

Beds: 112

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

Accredited doctors: 39

Doctors directly employed: Four

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

Patient net promoter score as at 30 June 2024: 76.2

Key achievements (Richmond and Burwood)

- **Leadership transition:** Appointment of Steven Rajcany as the new Chief Executive Officer of Richmond and Burwood Hospitals in February 2024.
- **Richmond Wellness Centre opening:** Official opening of the Richmond Wellness Centre in August 2023.
- **Richmond redevelopment:** Commissioning of the new residences at Richmond, followed by the blessing and official opening of the Richmond redevelopment in May 2024.
- **Veterans wellbeing program:** Piloted a wellbeing program for female veterans and female partners of veterans in Wagga Wagga, NSW.
- **Consumer engagement:** Partnered with female consumers through surveys and focus groups to enhance service experience and develop new programs.
- **Esketamine clinic:** Richmond Hospital established a clinic to provide augmented therapy using the product Esketamine for treatment-resistant depression.
- **Graduate nursing program:** Launched the new graduate Pathway to Practice program, with three registered nurses successfully completing the program.
- **Therapy program expansion:** Reviewed and expanded day programs at the Counselling and Therapy Centre to meet increasing demand, with improved access to therapy services.
- **Caregiver wellbeing:** Introduced a wellbeing support program for caregivers, providing access to gym facilities at Burwood Hospital and dedicated sessions for yoga at the new Wellness Centre at Richmond Hospital.
- **Strengthened medical partnerships:** Strengthened partnerships with visiting medical officers and engaged additional psychiatrists.
- **National Safety and Quality Health Service accreditation:** Achieved accreditation through the national standards in a short notice assessment, with no unmet requirements or recommendations.



Burwood Hospital

Established: 1958

Location: 13 Grantham Street, Burwood,
New South Wales

Chief Executive Officer:
Steven Rajcany

Medical Advisory Chair:
Dr Nicholas Di Ciccio

Caregivers: 187

Beds: 95

Theatres and procedure rooms:
Electroconvulsive therapy (ECT) and
Transcranial Magnetic Stimulation
(TMS) suites

Accredited doctors: 50

Doctors directly employed: Seven

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

**Patient net promoter score as at
30 June 2024:** 59.7

Year ahead (Richmond and Burwood)

- **Richmond hospital redevelopment:** Continue to manage the final stages of the St John of God Richmond Hospital redevelopment, set for completion in late 2024.
- **Engagement with visiting medical officers:** Secure the future of visiting medical officers by maintaining strong engagement in registrar training programs.
- **Specialist inpatient programs:** Explore options for specialist inpatient programs to differentiate and enhance our services.
- **Government engagement:** Work with the government to improve access to private mental health services.
- **Leadership development:** Focus on professional development initiatives to cultivate future leaders.

Services overview



Established: 1898
Location: 12 Salvado Road, Subiaco, Western Australia
Chief Executive Officer: Tina Chinery
Medical Advisory Chair: Dr Michael Gannon
Caregivers: 2279
Beds: 563
Theatres and procedure rooms: 17 main theatres, two catheterisation laboratories, short stay unit with three theatres and one procedure room, endoscopy suite with three procedure rooms, Subiaco Eye Hospital with three theatres.
Accredited doctors: 1351
Doctors directly employed: 94
Services: Overnight and day surgery, medical services, cardiac and thoracic care, oncology, critical care, emergency department, palliative care, pastoral care, maternity, neurological, allied health.
Patient net promoter score as at 30 June 2024: 76

Key achievements

- **Pioneering robotic surgery:** Became the first health care facility in the southern hemisphere to complete 5000 hip and knee replacements using the Mako robotic-assisted system. This milestone, achieved with the support of 14 orthopaedic surgeons, enhances precision and recovery outcomes for our patients.
- **Advanced knee replacement:** Installed the ROSA® Knee robotic system, offering patients increased options for total knee replacements and advancing the capabilities of robotic-assisted surgeries.
- **Innovative ophthalmic technology:** Introduced the ZEISS OPMI LUMERA 700 RESCAN Microscope, becoming the first private facility in Western Australia to utilise this cutting-edge technology, which enhances visual accuracy and procedural efficiency in ophthalmology.
- **Major redevelopment progress:** Completed the first stage of our extensive redevelopment project. Stage two, which began in early 2024, includes major upgrades such as a new hospital entrance, lift replacements, and enhancements to energy, water and parking facilities.
- **Expanded maternity services:** Successfully transferred maternity services from our Mt Lawley Hospital, establishing a centre of excellence in Perth's northern corridor, projected to deliver approximately 4000 babies annually.

Year ahead

- **Premium patient suites:** Launch two premium patient suites, funded by the Rinehart Medical Foundation, setting a new standard of luxury and comfort in Australian private hospitals.
- **Increased surgical capacity:** Open a third operating theatre at St John of God Subiaco Eye Hospital to accommodate growing surgical demands and additional theatre sessions.
- **Catheter lab enhancements:** Upgrade two catheter labs with the latest angiography technology to improve specialist and caregiver work environments and patient care.
- **Continued redevelopment:** Advance stage two of our redevelopment project, focusing on essential engineering and infrastructure improvements.
- **Enhanced caregiver experience:** Build on the positive results from the 2023 Annual Caregiver Engagement Survey to further improve satisfaction and make St John of God Subiaco Hospital an exceptional workplace.

Warrnambool Hospital



Established: 1939

Location: 136 Botanic Road,
Warrnambool, Victoria

Chief Executive Officer:
Maria Noonan

Medical Advisory Chair:
Dr Nicholas Russell

Caregivers: 189

Beds: 74

Theatres and procedure rooms:
Three theatres

Accredited doctors: 71

Doctors directly employed: Two

Services: Overnight and day surgery,
medical services, bariatrics, oncology,
palliative care, pastoral care,
rehabilitation, allied health.

**Patient net promoter score as at
30 June 2024:** 86.4

Key achievements

- **Robotic orthopaedic advancements:** Introduced the ROSA® Knee robotic platform in October 2023, becoming the first hospital in our region to offer this cutting-edge orthopaedic surgery technology. Also introduced the Stryker Mako robotic arm, advancing the capabilities of robotic-assisted surgeries.
- **Enhanced theatre facilities:** Expanded theatre equipment through the support of generous donations, improving our surgical capabilities.
- **Sustainability initiative:** Completed a feasibility study for installing solar panels to reduce our environmental footprint.
- **National Safety and Quality Health Service accreditation:** Achieved accreditation through the national standards in a short notice assessment, with no unmet requirements or recommendations.

Year ahead

- **Endoscope service upgrade:** Upgrade endoscope reprocessing and sterilising services to meet AS/NZS 5369 safety standards.
- **New Patient entertainment system:** Implement a new system to enhance patient experience and engagement.
- **Solar panel installation:** Proceed with installing solar panels to power the hospital and further reduce our environmental impact.





Justice

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

St John of God Foundation

In 2023-24 St John of God Foundation celebrated three decades of support from individuals, families and organisations across the country that has enabled outstanding health care, community support and research at St John of God Health Care hospitals and services.

Established: 1994

Chief Executive Officer:
Bianca Pietralla

Board Chair:
Tony Howarth AO

Caregivers: 13

Services: Provide fundraising and philanthropic services to raise, govern 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

Founded in 1994 by the Sisters of St John of God, St John of God Foundation serves as the philanthropic arm of St John of God Health Care. The Foundation was established to help address unmet needs in local communities through fundraising efforts.

Three decades later, the Foundation continues to honour the legacy of the founding Sisters by raising and distributing crucial funds to drive innovations in health care that offer the greatest potential to improve clinical outcomes and enhance the quality of life for patients, clients and their families.

Thanks to the generosity of individuals, families, and organisations, St John of God Health Care has been able to create transformational health care spaces, acquire advanced equipment, conduct leading medical research, and support community programs for vulnerable young people. Every story of human impact is a testament to our donors' generosity, and we remain optimistic that philanthropic leadership will continue to shape the future of health care for generations to come.

2023-24 impact at a glance

Fundraising efforts: Raised \$9.7 million through philanthropic and corporate donations, legacy gifts and grants.

Fundraising impact: Allocated more than \$10.8 million to essential health care and medical research projects across Australia.

Research funding: Supported clinician-led research aimed at improving patient care, treatment and outcomes.

Innovative research: The Bendat Family Foundation continued their leadership commitment to enabling innovative medical research through the Bendat Respiratory Research and Development (BRRD) Fund, contributing to critical research on both a national and international scale for the benefit of people living with respiratory illnesses.

Maternity and paediatric care: Funded contemporary equipment for maternity and paediatric care at multiple hospitals, thanks to contributions from the Oliver Family Foundation, Dunoon Family Foundation and Channel 7 Telethon Trust.

\$9.7m

Raised through philanthropic and corporate donations, legacy gifts and grants.

Perinatal care expansion: Received essential funding to support the expansion of perinatal care services for Aboriginal mothers and newborns at St John of God Midland Public Hospital, thanks to The Stan Perron Charitable Foundation.

Gifts in wills: Received generous gifts in wills, highlighting the importance of compassionate care at our Warrnambool, Ballarat, Bendigo, and Richmond hospitals.

Premium patient suites: Funded the development of two premium patient suites at St John of God Subiaco Hospital, the first of their kind in Western Australia, thanks to the Rinehart Medical Foundation.

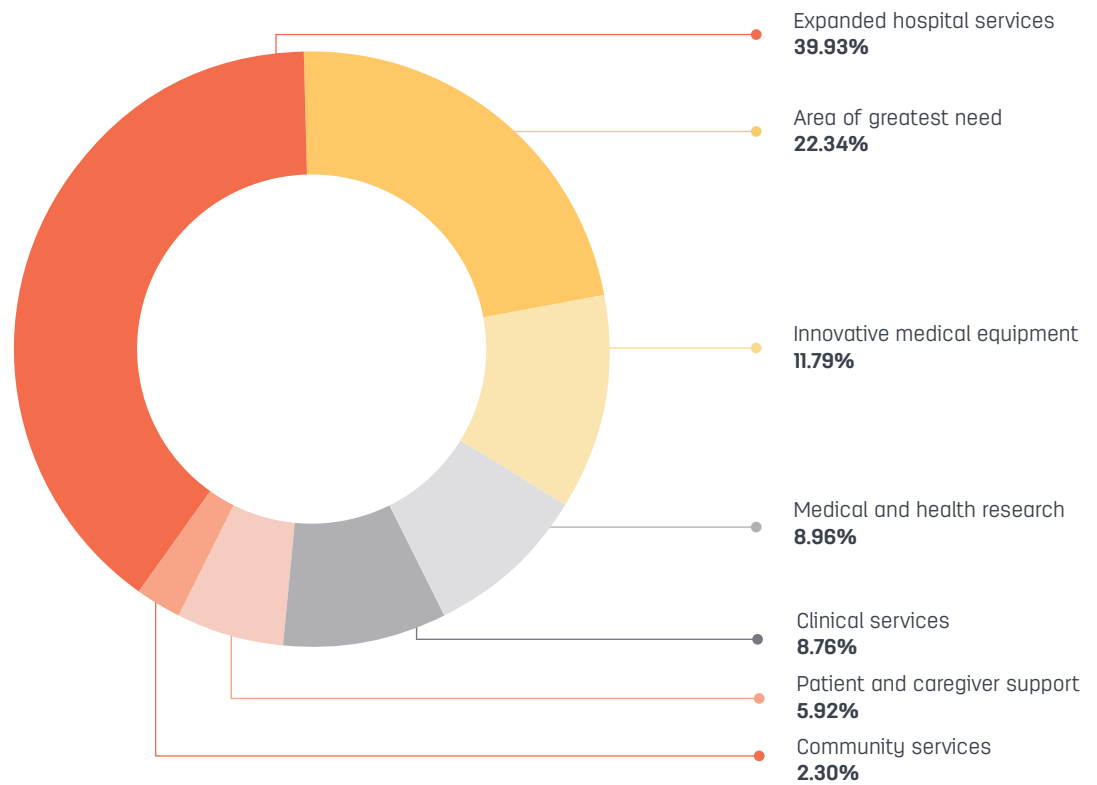
Palliative care support: Conducted fundraising appeals for patients and families receiving end-of-life and general palliative care.

Key achievements

- **Research advancements:** Funded research projects in respiratory medicine, oncology, colorectal cancer, orthopaedics and breast and ovarian cancer, translating research results into treatments.
- **Regional care improvements:** Enhanced regional care in Victoria with donor-funded ICU beds, dialysis chairs, maternity equipment, chemotherapy cooling caps and special care nursery equipment, with thanks to Perpetual Trustees and the Percy Baxter Charitable Trust.
- **Neurosurgery equipment:** Funded world-class neurosurgery equipment, including mobile robotic imaging technology and cranial ultrasound probes, improving outcomes for brain cancer patients.
- **Hospital upgrades:** Supported regional hospital redevelopments and upgrades in WA, Victoria and NSW to ensure the very best treatment continues to be available closer to home.
- **Gifts of Hope:** Supported life-changing support for cancer patients facing financial hardship.
- **Palliative care support:** Helped support compassionate care and holistic support for palliative care patients and their families.
- **Inflammatory bowel disease specialist support:** Funded the McCusker IBD Clinical Nurse Specialist position at St John of God Murdoch Hospital, thanks to the McCusker Charitable Foundation.
- **Caregiver scholarships:** Through the generosity of the Sisters of St John of God, funded 24 Sister Bridget Clancy Scholarships for the Empowerment of Women through Education and provided further education opportunities with the Brogden Bursary, Annette Guthrie Bursary and Maxxia Post Graduate Nursing Scholarships.



How donations were allocated



Year ahead

The Foundation, in collaboration with St John of God Health Care, is leading efforts to leverage philanthropy in shaping the future of health care. Despite recent global changes in health care valuation, there remains a significant gap in funding needed to achieve optimal health outcomes for our communities across Australia.

Our focus will be on critical projects requiring philanthropic investment, including: medical research, support for vulnerable and disadvantaged communities,

innovative equipment and technology, caregiver education and compassionate care.

St John of God Health Care is committed to advancing health care, but we rely on the support of philanthropically minded individuals, trusts, foundations and corporations to meet the growing needs of our communities. We invite all Australians to consider their legacy and play a vital role in transforming health care today and for future generations.

Every donation not only inspires our caregivers but also creates a lasting impact on patients, families and communities.



Financial overview

Consolidated statement of financial position

As at 30 June 2024

	2023/24 \$m	2022/23 \$m
Current Assets	396.7	387.7
Non-Current Assets		
Property, Plant & Equipment	1,290.2	1,169.5
Other	159.8	158.7
Total Assets	1,846.7	1,715.9
Current Liabilities	561.3	495.9
Non-Current Liabilities		
Borrowings	561.7	433.8
Other	97.9	109.1
Total Liabilities	1,220.9	1,038.8
Net Assets	625.8	677.1
Equity	625.8	677.1

Consolidated Statement of Cash Flows

For the year ended 30 June 2024

	2023/24 \$m	2022/23 \$m
Net Cash Inflows from Operating Activities	42.2	59.9
Net Cash Outflows from Investing Activities	(183.7)	(193.9)
Net Cash flows from Financing Activities	142.2	72.1
Net increase/(decrease) in Cash and Cash Equivalents	0.7	(61.8)
Cash and Cash Equivalents at the beginning of the year	33.2	95.0
Net FX Difference	(0.1)	0.1
Cash and Cash Equivalents at the end of the year	33.8	33.2

Consolidated Statement of Comprehensive Income

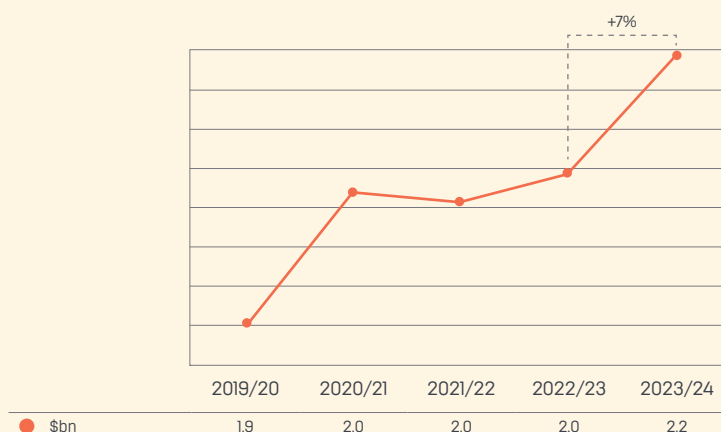
For the year ended 30 June 2024

	2023/24 \$m	2022/23 \$m
Revenue		
Hospital income from ordinary activities	2,070.3	1,924.4
Other income	126.5	125.1
Total revenue for the period	2,196.8	2,049.5
Expenses		
Employment costs	1,318.9	1,288.9
Medical consumables and supply expenses	477.5	456.4
Other expenses from ordinary activities	337.4	291.6
Total expenses for the period	2,133.7	2,036.9
EBITDA	63.1	12.6
Interest, depreciation and amortisation	117.5	128.5
Net deficit for the period	(54.4)	(115.9)

Stewardship

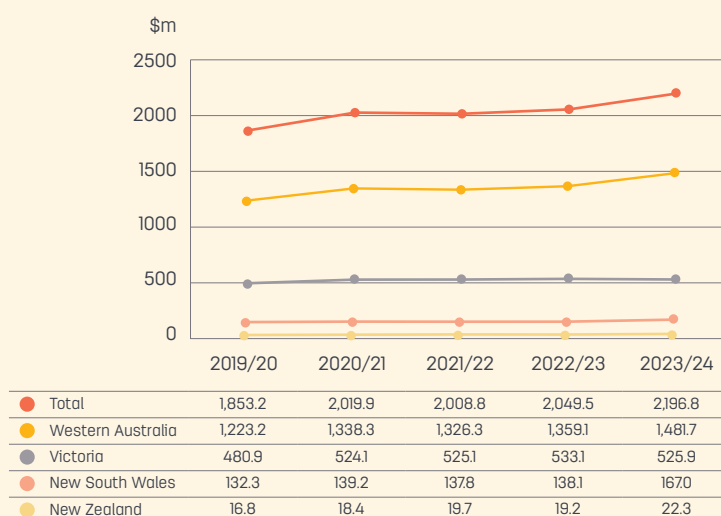
Revenue (\$bn)

In line with growth in activity, revenue increased by seven per cent compared to the previous year. This is slightly below the increase in separations' of eight per cent, reflecting the changing case mix and increase in same day services' utilisation.



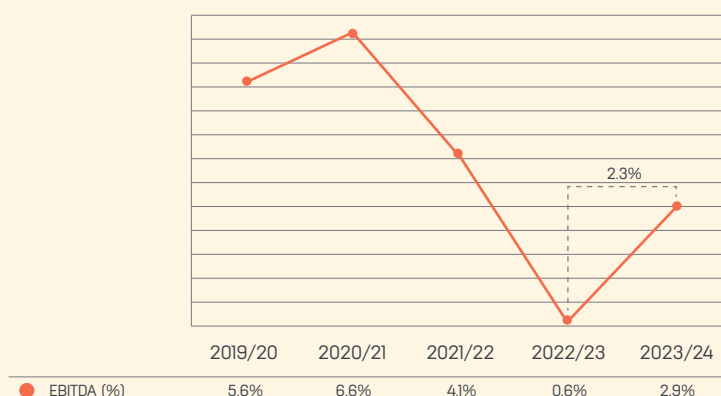
Operating Revenue – Geographic Comparators (\$m)

WA services grew by nine per cent and now represents 67 per cent of St John of God Health Care's total revenue. Victoria represents 24 per cent of total revenue, while NSW improved by 21 per cent to be eight per cent of total revenue. New Zealand was steady at one per cent of total revenue.



EBITDA (%)

Significant financial recovery initiatives saw EBITDA margin improve to three per cent over the course of the year. While still well below the historical highs, the impact of sustainability initiatives is clear.



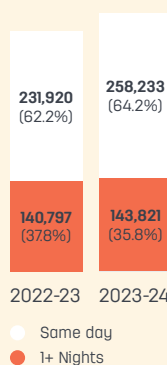
Separations/Births

Despite the ongoing impacts of broader industry challenges in health care, St John of God Health Care increased the number of separations at its hospitals, recording an eight per cent increase from the previous year.

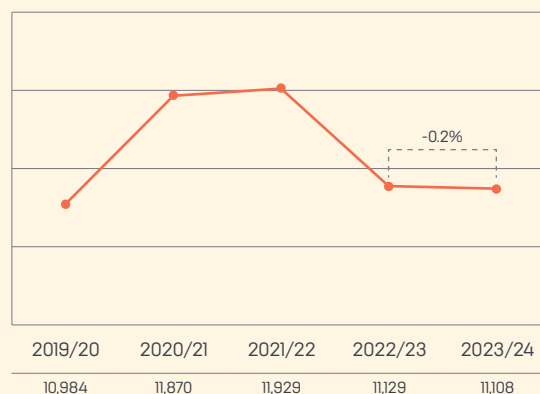
In line with changing patient and doctor expectations, the proportion of patients discharged on the same day has increased to 64.2 per cent of all admissions.

The number of babies born in our hospitals stabilised against national trends, returning to pre-pandemic levels.

Separations

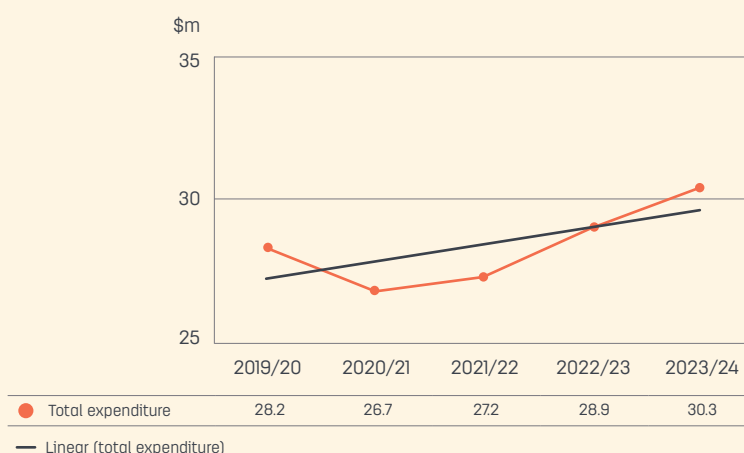


Births



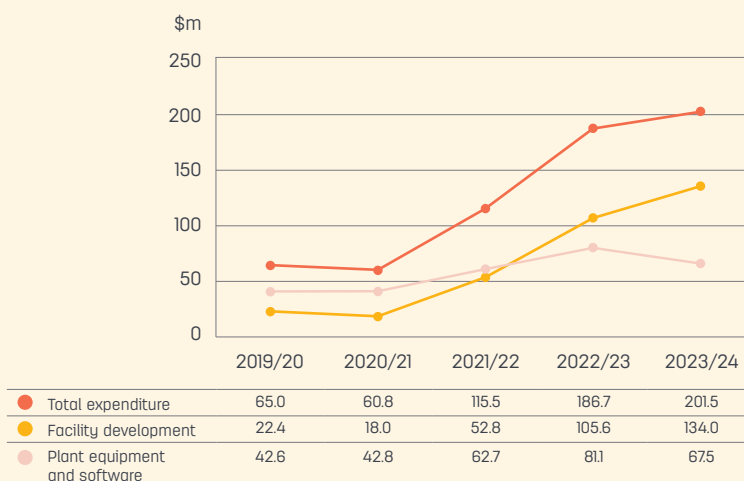
Social Justice Contributions (\$m)

St John of God Health Care's spend towards delivering community services and social justice initiatives increased by five per cent. This includes direct funding contribution by St John of God Health Care of \$15.8 million for the year.



Capital expenditure (\$m)

This year saw the continuation of major facility expansions at our Subiaco, Ballarat and Richmond Hospitals. St John of God Health Care has successfully managed \$240 million of hospital facility developments in the last two years.

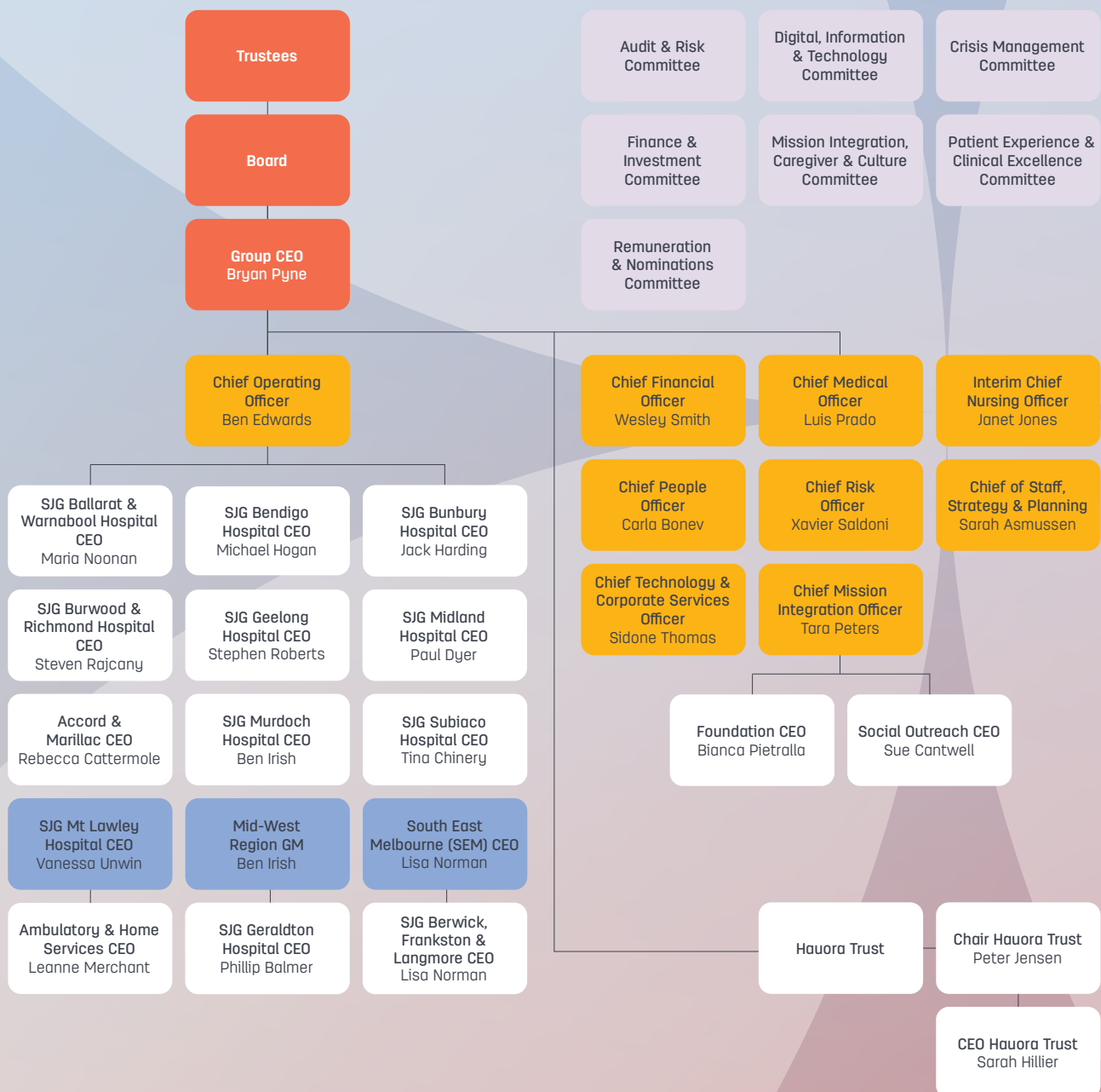




Clinical Educator

Clinical Nurse/Educator

St John of God Health Care organisational structure



Overview of governance

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

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

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

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

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

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

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

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

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

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

St John of God Health Care promotes ethical and responsible decision making, guided by the

Trustees who have outlined our organisational Vision, Mission and Values in our cornerstone document *Our Vision*.

Board meetings and committees

Board meetings

Chaired by Hon Kerry Sanderson AC CVO, the Board comprises 11 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 Shelly Park, 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.

Finance and Investment Committee

Chaired by Peter Prendiville, the Finance and Investment Committee comprises six 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. 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 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' composition, skills and diversity, Board induction, succession planning for the Group Chief Executive Officer, committee membership and endorsing senior executive appointments.

Digital, Information and Technology Committee

Chaired by Shelly Park, the Digital, Information and Technology Committee comprises two Board members and three external subject matter experts and assists the Board to fulfil its fiduciary, corporate governance and oversight responsibilities in relation to the usage, investment and security of St John of God Health Care's IT assets.

Crisis Management Committee

Chaired by Hon Kerry Sanderson AC CVO, the Crisis Management Committee comprises five non-executive Board members. The Crisis Management Committee, as a Board subcommittee, is responsible for overseeing and guiding the organisation's response to crises, ensuring preparedness, and mitigating risks to safeguard the organisation's operations, reputation and stakeholders.

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		Crisis Management Committee	
	○	✓	○	✓	○	✓	○	✓	○	✓	○	✓	○	✓	○	✓
Hon Kerry Sanderson AC CVO	8	8			11	10	6	6			2	2			1	1
Peter Prendiville	8	7			11	11					2	2			1	1
Prof Peter Bremner	4	4							8*	8						
Associate Prof Rosanna Capolingua	8	8	7	6	10				8	7					1	1
Jack de Groot	8	7	7	6			6	5								
Julie Keene	3	3	2	2	6	6							1	1		
Dr Michael Levitt	8	8							8	7						
James McMahon	8	8	7	7			6	6								
Dr Mark O'Brien	8	8	7	7					8	8						
Shelly Park	8	8	7	6					4	1			7	7	1	1
Mark Scatena	2	2			4	4							2	2		
Adrian Arundell			6	3	7	7										
Justin Carroll					7	7					2	2	3	3		

* Includes two extraordinary meetings

○ Eligible to attend

✓ Attended

Trustee biographies



Hon Neville Owen AO

LLB (Hons), LLD (Hon)

Trustee Chair since 1 January 2022
Trustee since January 2020

- Legal experience spanning more than 50 years, including almost 20 years as a judge of the WA Supreme Court
- Extensive corporate governance experience as judge and as a Royal Commissioner reviewing the collapse of the HIH Insurance group and more recently into failings of Crown Casino Perth
- Current member of Pontifical Commission for the Protection of Minors appointed by Pope Francis in 2018. In recent years he has been a member of the Australian Catholic Bishops Commission's Implementation Advisory Group, Chair of the Church's Governance Review Project and Chair of the Australian Catholic Bishops Commission's Truth Justice and Healing Council
- Former Trustee and Chancellor of University of Notre Dame Australia and Chair of boards of several independent Catholic schools.
- Association of Ministerial PIPs Member Representative of Australian Catholic Safeguarding Ltd
- Member of the Board of Governors of University of Notre Dame Australia
- Adjunct Professor at University of Notre Dame Australia and University of Western Australia



Rev Dr Joseph Parkinson

STL PhD

Deputy Chair since January 2014
Trustee since October 2009

- Ordained for the Archdiocese of Perth in 1981
- Postgraduate in Moral Theology from the Alphonsian Academy in Rome (STL) and University of Notre Dame, Australia (PhD)
- Director of bioethicsperth since 2003
- Concurrent appointments: Adjunct Associate Professor in the School of Philosophy and Theology, University of Notre Dame Australia (Fremantle Campus); Catholic Health Australia Writing Group, Code of Ethical Standards for Catholic Health, Aged and Community Care in Australia (Second edition)
- Awarded Catholic Health Australia's Sr Maria Cunningham Lifetime Achievement Award 2021



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
- Current Director of South 32 Limited
- Fellow of Chartered Accountants Australia & New Zealand, and a Fellow of the Australian Institute of Company Directors
- Awarded an Officer of the Order of Australia in 2014 and West Australian of the Year – Professions category in 2015
- Director of Wright Prospecting Pty Ltd



Danielle Cronin

BEcon, MPPP, CF, MAICD, MACEL

Trustee since January 2018

- Extensive senior leadership experience in Catholic education at state and national level, including extended terms on the NSW and National Catholic Education Commissions
- Member of the Australian Catholic Council for Pastoral Research and former member of the Australian Catholic Bishops Commission's Implementation Advisory Group
- Current Director of Jesuit Education Australia and Member/Trustee of Good Samaritan Education
- Member of the Australian Institute of Company Directors and Australian Council of Educational Leadership
- Australian Churchill Trust Fellow



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
- 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
- Previously Vice Chancellor of University of Notre Dame (2008 to 2019), and was one of five foundation academic staff members in the University's School of Law
- More than 20 years' experience as a legal practitioner and legal lecturer at University of Western Australia and University of Notre Dame
- Awarded an Honorary Doctorate from University of Portland in 2016 and a Fellowship from St Catherine's College (UWA) in 2010
- Director of Catholic Education Commission (WA) and Bethanie Aged Care Group, and a practising solicitor



Francis Moore

KCSG, LLB and BComm (Melb)

Trustee since July 2023

- Made Knight Commander of the Order of Saint Gregory by the Holy See in 2017
- Extensive experience in Catholic governance
- Chair and Director of CDPF Limited, established by The Australian Catholic Bishops Conference to oversee Catholic Development Funds
- Chair of Child Safety Audit and Risk Committee and Director of Catholic Education Sandhurst Limited
- Non-executive director for large Catholic organisations across health, aged care and education
- Member, Australian Catholic University, Victorian Chapter of Australian Catholic University, Newman College Finance Committee and Sisters of St Joseph Finance Committee

Trustee biographies



Mark Murphy

LLB (UWA), BJuris (UWA), FLWA

Trustee since January 2014

- Extensive experience in not-for-profit sector including in governance, philanthropy, risk management, insurance, and compliance
- More than 18 years' experience within St John of God Health Care including as General Counsel and inaugural Company Secretary
- Significant experience working for Catholic religious institutes including in the establishment of Public Juridic Person to assume sponsorship of ministries
- 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



Adjunct Professor Susan Pascoe AM

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

Trustee since May 2018

- Wide-ranging board experience in government and not-for-profit sectors as well as consultancy regarding governance, review, strategic planning and leadership after early career experience in education
- Represented Australia at the highest levels including at the United Nations Educational, Scientific and Cultural Organisation (UNESCO), United National World Education Forum and the Organisation for Economic Co-operation and Development (OECD)
- Member of Vatican's Methodology Commission supporting the General Secretariat for the Synod of Bishops in their organisation of the Synod on Synodality 2021-24 and an expert facilitator for the Synod Assemblies
- President and Chair of the Australian Council for International Development, Chair of the Community Directors' Council and former Chair and Chief Executive Officer of the Catholic Education Commission of Victoria Board
- Inaugural Commissioner for the Australian Charities and Not-for-profits Commission from 2012 to 2017, former Commissioner of the State Services Authority in Victoria and Commissioner for the Royal Commission into Victoria's Black Saturday Bushfires
- Awarded the national Leadership in Government Award in 2016, and conferred with an honorary doctorate from Australian Catholic University in 2024

Board biographies



Hon Kerry Sanderson AC CVO

BSc, BEcons, Hon D Litt (UWA) Hon D University (Murdoch), FAICD

Chair since May 2018
Appointed May 2018

- Named Companion of the Order of Australia in June 2016 for eminent service to the people of Western Australia and in January 2020 appointed as a Commander of the Royal Victorian Order by the Queen in recognition of distinguished personal service to the Royal Family
- Participates in a number of charitable and community activities including Chair of the WA Parks Foundation; Patron of the Western Australian Aboriginal Leadership Institute, the Bibbulmun Track Foundation and the Rottnest Voluntary Guides Association and President of Scouts WA
- **Past positions:** Governor of Western Australia, Chancellor of Edith Cowan University, Chairman of Gold Corporation, independent chair of the State Emergency Management Committee, Non-executive Director of Downer EDI and Atlas Iron, Agent General for WA, CEO of Fremantle Ports, Deputy Director General of the Department of Transport, WA, and Director of the Economic and Financial Policy Division of the Western Australian State Treasury



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, Hotel Rottnest and North-West regional hotels in Karratha, Port Hedland and Broome; and a Governor and Trustee of University of Notre Dame Australia with which he has been involved since the university's inception
- **Past positions:** Chairman of Tourism WA from 2012 to 2017, Chancellor and Deputy Chancellor of 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



Prof Peter Bremner

BSc, MBChB, FRACP, MD

Appointed November 2023

- Thoracic physician and researcher in respiratory medicine. Long association with St John of God Health Care, contributing significantly to medical governance and clinical excellence. Involved in medical education, professional development, medical ethics committees and completion of Australian Institute of Company Directors course
- **Current positions:** Thoracic physician in private practice at St John of God Murdoch Hospital; Chairman, Medical Advisory Committee, St John of God Murdoch Hospital; Clinical Research Respiratory Physician, Medical Director TrialsWest Research Group, with multiple publications in peer-reviewed scientific journals; Professor of Respiratory Medicine, University of Notre Dame; Member of the Patient Experience and Clinical Excellence (PEACE) Board sub-committee; and Member of the Clinical Incident Review sub-committee
- **Past Positions:** President (Western Australia Branch) Thoracic Society of Australia and New Zealand; Vice Chairman, Mount Hospital Ethics Committee; Member (WA Executive Committee) of the Royal Australian College of Physicians; Secretary (Western Australia Branch) Thoracic Society of Australia and New Zealand; President (Western Australia Branch) Thoracic Society of Australia and New Zealand; Federal Secretary, Thoracic Society of Australia and New Zealand; Vice President (Western Australia Branch) Asthma Foundation; Sessional Thoracic Physician at Fremantle Hospital; and Chairman of the Physicians Craft Group, St John of God Murdoch Hospital

Board biographies



Assoc Prof Rosanna Capolingua AM

MBBS, FAMA, FAICD, Life Member RACGP

Appointed January 2010

- Career built in general medical practice. Involved in medical education and professional development as well as medical ethics, having served on medical and NHMRC ethics committees. Focused on patient safety, clinical quality and patient experience and accountability for safe, equitable, accessible health care.
- **Current positions:** Chair of the Child and Adolescent Health Service WA, Board member Catholic Homes Inc. and Chair of their Clinical Governance Committee, Principal of Floreat Medical, member of the Medical Defence Australia Western Cases committee
- **Past positions:** Federal President of the Australian Medical Association, State President of AMA (WA), Chair of Governing Council Child and Adolescent Health Services, Chair of Australian Medical Publishing Company, Board Member of Medical Defence Australia, Board Member of UWA Raine Foundation, member of the Board of Governors of University of Notre Dame Australia, Chair of the WA Immunisation Strategy Committee, Deputy Chair of the WA North Metropolitan Health Service and Chair of their Quality and Safety Committee, Member of the Alcohol and other Drugs Advisory Board of the Mental Health commission, Chair of AMA (WA) Services Pty Ltd, Medical Director of the AMA (WA) Youth Foundation, member of the Board of AMA (WA)
- Appointed member of the Order of Australia in 2023 for her service to medicine, patient care and as a role model to women



Jack de Groot

BA

Appointed November 2016

- **Current positions:** Chief Executive Officer of Catholic Schools for the Diocese of Parramatta. Member of Board of Governors of 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, Chair of Jesuit Mission, and Deputy Chair of Catholic Social Service Australia, Uniya, One World Centre, Act for Peace, Companions Volunteer Communities, Edmund Rice Centre, Australian Catholic Social Justice Council, Catholic Social Services Victoria and Australian AIDS Fund



Julie Keene

BBus, MAcc, FCA, GAICD

Appointed January 2024

- Extensive experience as a Chief Finance Officer, Chief Executive and non-executive director within not-for-profit, community services, aged and community care, government and education sectors
- A Fellow of Chartered Accountants Australia & New Zealand and a Graduate Member of the Australian Institute of Company Directors
- **Current positions:** Board Member for Keystart Loans Ltd, SensesWA, Curtin Heritage Living and Noongar Advisory Company, Committee Member for University of Notre Dame Australia's Finance and Investment Committee, and Commissioner for Insurance Commission of Western Australia
- **Past positions:** Board Chair for Disability Intermediaries Australia and United Way WA and Board member of Silverchain. Past senior executive roles include Chief Executive Officer of myintegra, Chief Financial Officer of HBF Health and Executive Director and Chief Financial Officer of Murdoch University.



Dr Michael Levitt

AM FRACS, GAICD

Appointed January 2016

- **Current positions:** Member of clinical staff at St John of God Subiaco Hospital since 1990, Clinician Member Medical Board of Western Australia since 2016, Medical Co-Director Sir Charles Gairdner Osborne Park Clinical Group since 2023
- **Past positions:** Member of St John of God Subiaco Hospital Medical Advisory Committee for 13 years (four as chairman), St John of God Subiaco Hospital Director of Medical Services from 2005 to 2013, member of clinical staff at Sir Charles Gairdner Hospital holding various senior roles from 1990 to 2005 and Chief Medical Officer Health Department of Western Australia 2018 to 2021



James McMahon DSC, AM, DSM

GradDipMgt, MMgt, MBA

Appointed July 2017

- Full-time experience in the Australian Defence Force for 24 years and committed to an additional 10 years' standby reserve, commenced as an Infantry Soldier and held roles as Commanding Officer of the Special Air Service Regiment (SAS) and SAS Squadron Commander. Led multiple operations. He was awarded the Distinguished Service Cross and the Distinguished Service Medal for leadership on operations
- **Current positions:** Director and owner of a consultancy business, Board member of the SAS Resources Fund Board and the Australian War Memorial Board, Ambassador for The Fathering Project and Disaster Relief Australia, Advisor to RSLWA Board and Legacy WA Board
- **Past Positions:** 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, West Coast Eagles Football Club Board Member and Deputy Chair
- Awarded Western Australian of the Year in 2019
- Appointed member of the Order of Australia in 2022, in recognition of significant service to veterans and their families, and to the community



Dr Mark O'Brien

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

Appointed January 2020

- More than 35 years' experience in the health care industry, and an expert consultant in leadership, culture, safety and quality, and clinical governance. Experienced medical practitioner and clinician
- **Current positions:** 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; Chair, Quality Board, Italo-Australian Welfare Association
- **Past positions:** 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
- 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

Board biographies



Shelly Park

GAICD; Msc; Fellow Ethical Leadership

Appointed January 2022

- 25 years' experience in chief executive officer, senior executive, executive director and non-executive director roles leading and governing complex organisations with circa billion-dollar budgets employing up to 15,000 employees. Industry experience in health (public and private) and life sciences
- **Current positions:** Ambulance Victoria: Board Chair; GE Healthcare: executive coach and mentor, executive lead and faculty coach
- **Past positions:** Non-executive director experience with Defence Health, Defence Violence and Women's not-for-profit; Member of the Board of Advisors at the Australian Organ and Tissue Authority; Chief Executive Officer and Executive Director of Australian Red Cross Lifeblood (2016-2022), Chief Executive Officer of Monash Health (2007-2016), former Director of Nursing, 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)
- Telstra Victorian Business Woman of the Year 2011



Mark Scatena

BE MBA

Appointed April 2024

- Extensive experience as a business leader in Australia with strong business acumen, having held key executive leadership roles across a variety of sectors including investment, retail, industrial and real estate
- **Current positions:** Managing Director of BWP Management Limited, the responsible entity for BWP Trust, an ASX-listed real estate trust investing in and managing commercial properties throughout Australia. Executive director of BWP Limited and Board Member of Tennis West
- **Past positions:** More than 20 years' senior leadership within Wesfarmers Limited, including WesCEF (Chemicals, Energy and Fertilisers division of Wesfarmers), Target, Coles and Wesfarmers

Executive Committee biographies



Bryan Pyne

Bbus, FCA, FACHSM

Group Chief Executive Officer
Appointed April 2023

- More than 30 years' experience in health care management, including more than 25 years with St John of God Health Care
- Fellow of both Chartered Accountants Australia & New Zealand and the Australasian College of Health Service Management
- Recipient of the 40 under 40 Award (WA) in 2010



Sarah Asmussen

BHlthSc, BMedRadSc(Nuc Med),
MMedRadSci, MBA

Chief of Staff,
Strategy and Planning
Appointed March 2024

- More than 15 years' experience in health care leadership in Australia and internationally
- Previously held senior leadership roles within a number of industry leading health care organisations, including I-MED Radiology, Queensland Health and Genesis Care
- Significant experience in health care change management, system transformation and strategic planning
- Passionate about collaborating with multidisciplinary teams and patients to co-design health care strategies that improve access and experiences
- Clinical expertise as Nuclear Medicine Scientist



Carla Bonev

BCom, MOrgPsych

Chief People Officer
Appointed July 2020

- More than 16 years' experience in human resources management in global and Australian organisations, working in Australia and South Africa
- Previously held senior human resources roles at South 32 and BHP
- Significant experience leading HR functions and using analytics and data to support organisational development and growth



Mr Ben Edwards

BA

Chief Operating Officer
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)
- Non-Executive Board Member at Juniper Aged Care

Executive Committee biographies



Janet Jones

MSc Nursing, PgDip Infection Prevention and Control

Interim Chief Nursing Officer
Appointed March 2024

- More than 30 years' nursing experience
- Held several senior management and leadership positions including Nurse Director at Fiona Stanley Hospital and Director of Nursing and Midwifery at St John of God Midland Public and Private Hospitals for the last six years
- Experience in clinical service redesign and hospital commissioning, and focused on building positive relationships and creating contemporary health care environments capable of delivering safe, high quality person-centred care



Tara Peters

BBus, Grad Dip Theology, Grad Cert Catholic Leadership

Chief Mission Integration Officer
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 HR professional roles at Fiona Stanley Hospital with Serco
- Extensive experience in ministry leadership including formation, culture development and integrating Catholic identity and principles throughout organisations



Xavier Saldoni

Dip. Business; BBA, Business Administration; PgDip. Audit

Chief Risk Officer
Appointed March 2024

- More than 25 years' experience advising and leading risk, compliance and assurance functions in Australia and internationally
- Recent senior leadership roles include Chief Risk Officer positions at Medibank, ME Bank and Bank of Queensland. Previously, he held senior leadership roles at KPMG advising large corporations in Spain, England and Australia across a wide range of industries
- Significant experience in the financial services and health care industries
- Former Board member of the Australian Retail Credit Association (ARCA)



Dr Luis Prado

MBBS, FRACGP, FRACMA, GAICD, FCHSM, FAAQHC, FISQua, FCMQ, FACHE, Grad Dip Sports Medicine

Chief Medical Officer
Appointed July 2023

- Highly experienced senior health care executive and medical leader
- Previous senior leadership roles include Chief Medical Officer and Executive Director Academic and Medical Services at Epworth HealthCare and Chief Medical Officer at UnitingCare Health
- Professor Deakin University Affiliate academic appointment, Doctor of Medicine Clinical School
- Skilled in clinical governance, health systems innovation, change management and strategic planning



Wesley Smith

BCom, FCPA

Chief Financial Officer
Appointed October 2023

- 27 years' experience in the commercial finance and strategy development disciplines across both listed and private organisations within the financial services, agricultural, utility and engineering sectors
- Skilled in growing and evolving businesses, driving value focused investment decisions, leading multidisciplinary teams, enhancing data analytics, purposeful mergers and acquisitions, commercial negotiation, risk management, capital and treasury management, tax structuring and corporate governance
- Previous leadership roles include senior financial roles at Capricorn, Wilmar, CBH Group, Alinta Limited and WestNet Infrastructure Group
- Current member of John XXIII College Foundation Committee, Chair of Independent Living Assessment, Indigo Inc. non-executive director and previously JOC Wellness non-executive director, and Chair of Finance, Risk, and Fundraising Committee



Sidone Thomas

BBus (HumRMgt, Mktg), MIB

Chief Technology and Corporate Services Officer
Appointed April 2024

- More than 20 years' leadership experience across customer, technology, operations, business development and marketing working in leading Australian organisations
- Previously held senior executive roles at Sydney Airport and The GPT Group, leading restructures and transformations to drive commercial and customer value
- Experience across a variety of sectors including property and aviation

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.

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.

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.

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)

Eight 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 was updated in May 2021 and addressed gaps such as mental health, cognitive impairment, health literacy, end-of-life care, and Aboriginal and Torres Strait Islander peoples' 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 satisfaction. It is based on likelihood of consumers recommending the services and outcomes received to others, typically rated in a numerical scale.

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/discharge

The completion of an episode of care.

Service Ethos

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

Social justice

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

Social Outreach

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

Sisters of St John of God

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

Specialist Training Program

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

Stewardship

Effective and sustainable use of resources.

Sustainability

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

Tāngata 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.

Te Tiriti o Waitangi

Māori (known in English as the Treaty of Waitangi) Aotearoa New Zealand's founding document, outlining the relationship between Māori people and the Crown. Te Tiriti is a living document that is fundamental to the relationships between Māori people (known in Aotearoa as Tāngata Whenua) and Tāngata Tiriti (People of the Treaty i.e. non-Māori people).

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)

The legislated processes that enable the self-administration or medical practitioner administration of a poison or controlled substance for the purpose of causing a person's death.

Whānau

Māori (noun) Extended family, family group, a familiar term of address to a number of people the primary economic unit of traditional Māori society. In the modern context, the term is sometimes used to include friends who may not have any kinship ties to other members.

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
www.sjog.org.au

National

St John of God Foundation

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

St John of God Healthcare at Home

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

St John of God Social Outreach

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

Melbourne

Support Services Office

Level 4, 360 Collins Street
Melbourne Vic 3004
Tel: (03) 9205 6500
Fax: (03) 9690 0633

Global Innovation Centre

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

Western Australia

Hospitals

St John of God Bunbury Hospital

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

St John of God Geraldton Hospital

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

St John of God Midland Public and Private Hospitals

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

St John of God Mt Lawley Hospital

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

St John of God Murdoch Hospital

Barry Marshall Parade
Murdoch WA 6150
Tel: (08) 9438 9000
Fax: (08) 9438 9543
Email: info.murdoch@sjog.org.au

St John of God Murdoch Community Hospice

Barry Marshall Parade
Murdoch WA 6150
Tel: (08) 9438 9500
Fax: (08) 9366 1367
Email: info.mch@sjog.org.au

St John of God Subiaco Hospital

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

St John of God 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

Services

St John of God Horizon House

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

St John of God Raphael Services WA

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

St John of God 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

St John of God Raphael Services Wanneroo

Level 3, 30 Dundobar Road
Wanneroo WA 6065

St John of God Raphael Services Mandurah

2/116 Pinjarra Road
Mandurah WA 6210

St John of God Drug and Alcohol Withdrawal Network

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

St John of God Mental Wellbeing Services WA

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

Mental Wellbeing Services Mandurah

2/116 Pinjarra Road
Mandurah WA 6210

St John of God Mental Wellbeing Services Midland

Stan and Jean Perron Advocacy Centre
1 Watertank Way
Midland WA 6056
Email: mwsenquiries@sjog.org.au

St John of God Mental Wellbeing Services Pinjarra

Forest Medical Centre
1 McKay Street
Pinjarra WA 6208

St John of God South West Community Alcohol and Drugs Services (SWCADS)

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

Midland Head to Health

23 Old Great Northern Highway
Midland WA 6056
Tel: 1800 595 212
Fax: 08 6266 3743
Email: headtohealth@sjog.org.au

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

Armadale Head to Health

65A Church Avenue
Armadale WA 6112
Tel: 1800 595 212
Fax: (08) 6266 3743
Email: headtohealth@sjog.org.au

Gosnells Head to Health

Corfield Medical Centre
288 Corfield Street
Gosnells WA 6110
Tel: 1800 595 212
Fax: (08) 6266 3743
Email: headtohealth@sjog.org.au

Mirraboopa Head to Health

MedOne Medical Centre Mirraboopa (MYVISTA building)
Unit 5/3 Doncaster Road
Mirraboopa WA 6061
Tel: 1800 595 212
Fax: (08) 6266 3743
Email: headtohealth@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

Services

St John of God Mental Wellbeing Services Ballarat

U13, 25-51 Learmonth Road
Wendouree Vic 3355
Tel: 1800 313 016
Fax: (03) 5320 2018
Email: mwsenquiries@sjog.org.au

St John of God Mental Wellbeing Services Bendigo

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

St John of God Raphael Services Ballarat

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

St John of God Raphael Services Bendigo

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

St John of God Raphael Services Berwick

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

St John of God Raphael Services Geelong

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

St John of God Accord

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

St John of God Marillac

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

New South Wales

Hospitals

St John of God Burwood Hospital

13 Grantham Street
Burwood NSW 2134
Tel: (02) 9715 9200
Fax: (02) 9747 5223
Email: info.burwood@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

Services

St John of God Casa Venegas

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

St John of God Raphael Services NSW

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

New Zealand

National Office

St John of God Hauora Trust

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

Health and Ability Services, Southern

St John of God Halswell

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

St John of God Karori

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

St John of God Waipuna

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

International

Services

St John of God International Health

Level 4, 360 Collins Street
Melbourne Vic 3004
Tel: (03) 9248 1715
Email: international.health@sjog.org.au

