

# Reaching out in solidarity

Annual Report 2020-21



ST JOHN OF GOD  
Health Care



The World Health Organisation (WHO) declared 2021 the *International Year of the Health and Care Worker*, providing an opportunity for us to thank all of our caregivers for their unwavering commitment to caring for patients, clients and communities during the COVID-19 pandemic.

## Year in review



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



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

15,562

Caregivers employed throughout Australia and New Zealand

381,331

Treated 381,331 overnight and same day patients

\$2b

Revenue of more than \$2 billion

\$26m

Oversaw the administration of more than \$26 million, including partnership funding, to community services and social justice initiatives reaching out to people experiencing disadvantage

78,769

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



27 facilities, comprising 3,356 beds located in Western Australia, Victoria, New South Wales and New Zealand

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*\*Number reflects constructed beds, but bed availability throughout the year varied and was impacted by COVID-19 restrictions.*









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# Foreword

The theme of this year's Annual Report is 'reaching out in solidarity'.

This comes directly from the description of one of our five values, Compassion, which we explain as 'feeling with others and striving to understand their lives, experiences, discomforts and suffering with a willingness to *reach out in solidarity*'.

This year has not been an easy one on many levels. While there is light on the horizon with the rollout of effective vaccines against the coronavirus, COVID-19 has persisted in the world and in our communities, and continues to have ongoing impacts on lives and livelihoods, with outbreaks, lockdowns and restrictions, particularly in our eastern states.

Some of our communities also experienced deadly bushfires and floods during the year. Caregivers in our hospitals and services generously and unselfishly responded to the needs of the community while they themselves were often also impacted.

In fact, it has been a year during which there has not only been a great ongoing need for compassion, but a great need for solidarity, to come together as families and communities and to stand by and look after each other.

As a Catholic health care organisation, we have been proud to meet that challenge and respond to the needs of our communities in these ongoing extraordinary times.

We are privileged to walk with people and their families or loved ones when they are at their most vulnerable, and to respond to their emotional, as well as their physical needs.

We place great emphasis on high quality clinical care, advancements in technology and remaining at the forefront of research and scientific breakthroughs, but it's our goal to take our care beyond this with a person-centred approach that recognises the intrinsic humanity in each person and provides an exceptional experience based on solidarity and personal connection.

The Trustees and I are extremely proud of the work St John of God Health Care caregivers continue to do in this respect and of their ongoing deep commitment and professionalism in often very wearying circumstances in the past year.

In September last year, on the 40th anniversary of the Polish Solidarity Union movement, Pope Benedict addressed an audience in Rome for the first time since the coronavirus lockdown had commenced in Italy.

It was appropriate that he spoke to this audience of the great need for solidarity. He described it as the road 'towards a post-pandemic world, towards ...healing' and a 'mindset which thinks in terms of the community and the priority of life of all'.

We find great inspiration in these words, not least because there is comfort, camaraderie and joy in solidarity as well as power to make a difference.

I am proud to present to you this year's Annual Report, which shows how St John of God Health Care has put into practice *reaching out in solidarity* to provide support, care and comfort to the communities in which we operate.



Eva Skira AM







## 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 and New Zealand, we strive to serve the common good and provide holistic, ethical care and support for the individual.

As a not-for-profit group, we return all surpluses to the communities we serve by updating and expanding our facilities and technology, developing new services, investing in people and providing social outreach services to those most at need.

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

## Vision

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

## Mission

*To continue the healing mission of Jesus.*

## Values

Our core Values reflect our heritage and guide our behaviours:

### Hospitality

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

### Compassion

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

### Respect

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

### Justice

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

### Excellence

Striving for excellence in the care and services we provide.



## Service ethos

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

The key tenets of our Service Ethos are:

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

## Our symbol

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



## Founding story

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

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

St John of God Health Care today reflects the wisdom and inspiration of those Sisters of St John of God, as well as the many who have contributed to our organisation. This includes the Brothers of St John of God, the Sisters of St Joseph of the Apparition, various Mercy congregations, the Missionary Sisters of the Sacred Heart, the Sisters of the Franciscan Missionaries of the Divine Motherhood, and the secular traditions of those parts of our ministry sourced outside the Catholic sector.

### Structure

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

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

# Our strategy

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

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

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

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

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

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

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

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## Our strategic priorities



### Services profile for the future

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

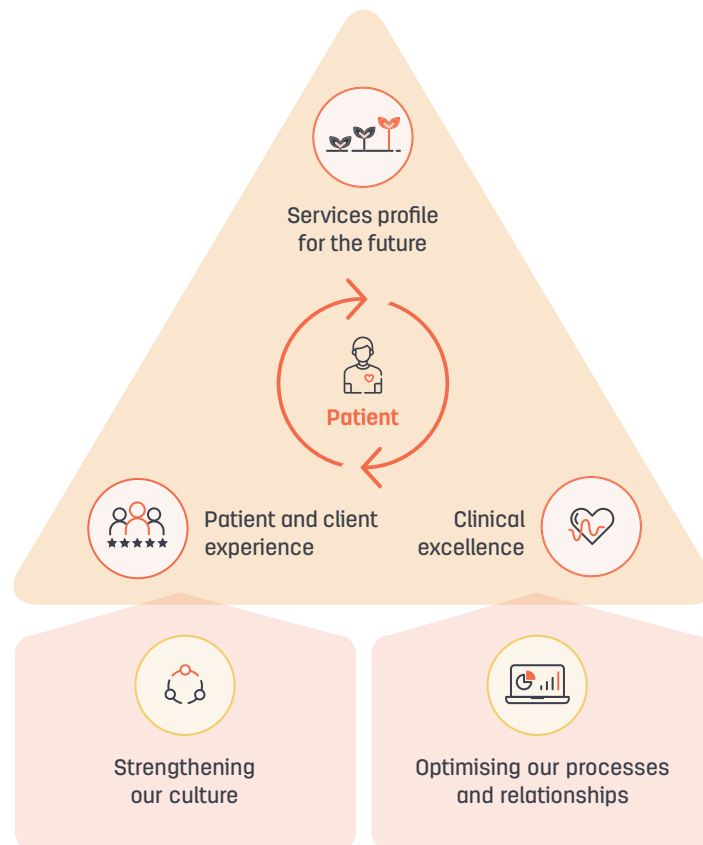


### Patient and client experience

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



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



### Clinical excellence

St John of God Health Care will deliver high quality safe care and clinical excellence through systemic and targeted plans and initiatives, delivering improved patient care outcomes and targeting zero preventable harm.



### Strengthening our culture

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



### Optimising our processes and relationships

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

# Chair report

The economic impact of COVID-19 on the Australian economy eased slightly during 2020-21 to pick up again in the first quarter of 2021-22. The impact on the health care sector remained high, particularly in Victoria and New South Wales which continued to experience serious outbreaks accompanied by large or small lockdowns and restrictions, impacting the scope and delivery of health care in those States.

2020-21 also brought additional challenges in the form of devastating bushfires and floods, affecting our hospitals and services and our caregivers who, despite in some cases being impacted, continued to provide our services to the community.

Our leadership within our hospitals and services has been outstanding in the face of these challenges and I extend my thanks to all our leaders and caregivers.

Notwithstanding the volatility and ongoing economic uncertainty, we are starting to see signs of improvements in consumer confidence,

evidenced by spending in other sectors in the past year. This, plus pent-up demand for services from a strong Western Australia base which has been relatively free of COVID-19 and associated lockdowns, resulted in improvement in the economic performance for St John of God Health Care in 2020-21. This was helped by our continued monitoring of costs and the exercise of strong stewardship of our resources through a number of important initiatives.

As part of our stewardship and monitoring of performance, a review of the St John of God Health Care strategy resulted in the Board working with management to endorse the areas of focus and reporting of key performance measures. The focus remains on developing and improving services for our communities, delivering excellent and compassionate high quality health care services and enhancing the patient journey, including partnering more closely with health care consumers.

The strategy provides an excellent blueprint for continuing our ministry and for providing health care and support services in the Catholic tradition with a strong focus on the dignity and worth of each individual person as well as on mental health.



Caregivers were impacted by a devastating bushfire in Perth's eastern suburbs.





The safety of our caregivers and the continued development of a safety culture is one of the Board's key areas of oversight. St John of God Health Care has focused on keeping caregivers as safe as possible from COVID-19, a first order priority that has become even more critical with the emergence of the Delta variant.

An ongoing focus on caregiver safety and culture will have positive impacts on patient safety, a key area for the Board. Monitoring of patient safety and enhancing collection, analysis and reporting of clinical safety performance indicators (KPIs) assists the Board in undertaking its safety governance. This, together with our culture and patient experience, will always be a critical focus for the Board as well as areas of particular need such as mental health.

Disability services and social outreach are important parts of our ministry. Although our Victorian based disability services, St John of God Accord, also faced many challenges due to COVID-19, significant progress was made on the disability strategy, including the commencement of the St John of God Accord housing project, to build more technology-driven 'smart' homes to support independent living for clients who live with disabilities.

St John of God Social Outreach also provided an outstanding service, delivering more than 17,000 telehealth sessions across community mental health services and providing mental health and homelessness and support services to 6,243 people in areas of unmet need.

As always, the services we deliver to public patients in partnership with government are extremely important to us and a great source of pride. Both St John of God Midland Public Hospital and Hawkesbury District Health Service have been extremely busy and provided outstanding services throughout the pandemic, and we thank our public health partners, with

whom we work, for these productive positive relationships. We have contracts for other critical public services in our hospitals and continue to seek to grow this work.

Capital expenditure has been relatively low in the past couple of years, as we closed off several significant projects towards the end of 2017-18. While this has put us in a strong balance sheet position to withstand the economic uncertainties of the pandemic, the Board believes the time is now right to invest in more capital projects and has approved a number of significant developments and redevelopments which have recently commenced or will commence in the coming year.

These include developments and expansions of our mental health facilities at St John of God Richmond and Murdoch Hospitals, a major expansion and redevelopment of St John of God Subiaco Hospital, expansion of our St John of God Ballarat Hospital and other capital projects at a range of hospitals.

Thank you to our Group CEO, Dr Shane Kelly, who has done an exceptional job in leading the organisation through this challenging time and continuing to progress the strategy. We were delighted to welcome him to the Board as an Executive Director in 2020-21.

Thank you also to my fellow Board members, our Trustees, our senior management and our wonderful caregivers, doctors, allied health professionals and volunteers for your committed and professional dedication to our health care ministry.

A handwritten signature in black ink that reads "Kerry Sanderson". The signature is fluid and cursive, with a large, stylized 'K' and 'S'.

Hon Kerry Sanderson AC CVO

# Group CEO report

The ongoing COVID-19 pandemic continued to dominate the landscape and challenge the health care sector, including St John of God Health Care, in 2020-21.

Responding to outbreaks, providing services related to the pandemic such as vaccination and testing centres, and maintaining workforce capacity and readiness and appropriate Personal Protective Equipment (PPE) stocks has been ongoing.

We have been well equipped for these challenges and maintained a strong focus on patient and caregiver safety, infection control and workforce management through the continuing operation of our emergency response structures and the commitment and dedication of our health services leadership and caregivers including but not limited to affected areas, hospitals and other services. The many involved have continually demonstrated their adaptability and responsiveness for 18 months.

In addition to the pandemic, a devastating bushfire in Perth's eastern suburbs impacted

St John of God Midland Public and Private Hospitals, affecting many caregivers personally, while our hospitals located in western Sydney were surrounded by floods and had to rely on boats to transport caregivers and critical supplies to and from work, with some caregivers also personally impacted.

Despite these challenges, COVID-19 and the economic uncertainty caused by lockdowns and restrictions, the health care sector, including St John of God Health Care, experienced increased demand for services in 2020-21.

This is partly due to pent up demand from the extensive nationwide suspension of elective surgery in 2019-20, much of which was able to be resumed in the past financial year, and partly due to our strong presence in Western Australia which has enjoyed strong economic performance and operated without significant periods of COVID-19 restrictions for most of the past year.

In 2020-21, we started a major multi-year procurement and supply project which we expect to bring substantial efficiencies and benefits in the longer term.

This past year, we have strengthened our relationships with a number of our health fund partners through initiatives that benefit health care consumers.

Uptake and utilisation of private health insurance remains critical to enable us to continue to invest in health care delivery facilities and services, and it was noteworthy that there has been a recent growth in the number of citizens with private health



Flooding in western Sydney meant caregivers and supplies needed to be transported by the SES, via boat, to our hospitals.





insurance following several years of gradual decline. We continue to advocate for initiatives that encourage greater uptake of private health insurance to maintain the strong and interdependent dual public private health system we have in Australia, which we believe operates to benefit all Australians.

Clinical excellence, risk management and safety are the most critical areas for a health care provider and we continually strive for improvements and enhancements in this space.

In 2020-21, we undertook an extensive program focused on improving patient and clinical safety which is ongoing and has multiple initiatives.

We have also made great progress on our work to enhance the patient experience, and have sought to develop strong engagement and partnering with health care consumers. Responding to the needs of our patients and clients and ensuring the best possible experience, in which they are fully engaged and empowered is pivotal for a modern, high-quality health care or service support experience.

We are continuing to develop our service lines according to unmet need, where we already have considerable expertise to build on.

In the past 12 months, we have developed strategies and commenced rolling out initiatives for obstetrics, mental health, rehabilitation, end of life care and community services, including our home and ambulatory services and our social outreach services. Telehealth, which became a significant channel for the delivery of health services at the commencement of the pandemic, has continued to be a major way consumers access health care services. This is unlikely to cease and we are further developing our model of virtual care.

We expect demand for services to continue in 2021-22 and recruitment of key health care workers in highly skilled clinical roles will be a major area of focus. Like all Australian health care providers, we are impacted by the national shortage of health care workers needed to meet increased demand. We will launch a major recruitment campaign in the coming year to address this need and complement our existing workforce.

Notwithstanding the challenges ahead, we are optimistic about growth opportunities and plan to start major redevelopments at several of our hospitals and invest in implementing our digital strategy.

I thank our Board and Trustees for their extensive capability and committed oversight and support, especially over the last challenging year.

Thank you also to our leadership teams for your dedication and hard work and thank you to our caregivers, specialist doctors, allied health professionals and volunteers for your wonderful commitment and professionalism which continues to inspire me and make my job so rewarding.

Dr Shane Kelly

# COVID-19 update

## Compassion binds us all

Responding to the coronavirus (COVID-19) pandemic continued to be a key component of life at St John of God Health Care this financial year.

The COVID-19 Emergency Response Group (CERG), chaired by Group Director Medical Services and Clinical Governance, Dr Steve Bolsin produced guidance, communications and recommendations, organised additional supplies of PPE and critical care support, and prioritised the safety of our caregivers, patients, clients and communities.

Our leadership teams within our hospitals and services have also been outstanding in responding to the ongoing challenges, particularly in the eastern hospitals where there have been continual outbreaks and restrictions.

St John of God Health Care's expert knowledge of infection prevention and control has been an integral part of the COVID-19 Emergency Response. Consistent and reliable clinical education regarding infection control was developed and delivered, with excellent outcomes for patient and caregiver safety.

At the height of the second wave and resulting aged care crisis in Victoria, St John of God Berwick Hospital, at the request of the Victorian Department of Health and Human Services (DHHS), accepted 30 residents who had tested positive for COVID-19 or were suspected to have COVID-19, most of whom had complex care needs and were living with dementia.

Toward the end of the year, focus turned to the vaccination rollout. Group Director Nursing and Patient Experience, Dani Meinema led a working group to provide guidance and support to sites and services and act as the central point of contact for various health departments to help coordinate the rollout.



Aged care residents arrive at  
St John of God Langmore Centre.



St John of God Murdoch Hospital CEO Ben Edwards receives a COVID-19 vaccination.

## Key achievements

Provided COVID-19 testing at our St John of God Midland Public Hospital and in partnership with Australian Clinical Labs, made available at Hawkesbury District Health Service, and provided vaccinations at St John of God Midland and Murdoch Hospitals.

Delivered services to clients of St John of God Social Outreach and St John of God Accord using telehealth.

Cared for COVID-19 positive patients in our eastern hospitals.

Implemented the Respiratory Protection Program (RPP) to ensure caregivers were fitted appropriately with the correct PPE.

Trained caregivers in mental health first aid.

Supported caregivers to work from home and prepared caregivers for a safe return to office as restrictions eased.

Developed, established and maintained the St John of God Health Care contact tracing service, which managed all internal contact tracing efforts and supported the health departments as required.

Continued procurement and supply chain initiatives to ensure adequate and high quality supplies were available at all times.

Managed supplier relationships and identified vendors who also supplied hotel quarantine sites, to help protect caregivers, patients, clients and their families.

Established a central staffing function to respond swiftly to workforce shortages.

Coordinated training and upskilling for caregivers volunteering to work in different clinical areas.

Coordinated an expression of interest for WA caregivers to deploy to Victoria in the event they were required.

Enhanced St John of God Health Care's COVID-19 Special Paid Personal Leave for shifts not worked due to COVID-19 precautions.

Coordinated virtual events for increased learning, mental health support and physician education.

Adapted the St John of God Health Care Arts and Health Program to connect patients and their families, and to bring joy.





# Strategic update

We continually refine and update our 2020–25 strategy to ensure it remains relevant to the changing needs of our communities and responsive to the changing environment.

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

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

COVID-19 continues to have financial, resourcing and community impacts but we have factored our response to the pandemic into our planning and are making good headway in spite of these challenges.

## Services profile for the future

Focus	Progress
<b>Growth of ambulatory and home based services</b>	<ul style="list-style-type: none"> <li>Established Service Delivery Centre in Bunbury to provide expanded range of services in the home</li> <li>Relaunched a preventable re-admission pilot program at St John of God Murdoch Hospital to support patients to recover at home</li> <li>Introduced a range of new services including oncology and infusions home service in Perth, and wound consultancy service</li> </ul>
<b>Maximise the positive impact of our hospital portfolio with greater integration of care across the continuum</b>	<ul style="list-style-type: none"> <li>Progressed initiatives under the mental health and obstetrics strategies, including refinements in response to consumer engagement and feedback</li> <li>Developed rehabilitation strategy</li> <li>Enhanced the planning for end of life and palliative care, to develop a new model of care and secure health insurer funding for part of pilot</li> <li>Delivered a range of corporate services programs to improve patient experience</li> <li>Received Board approval for capital development proposals at St John of God Subiaco, Ballarat, Richmond, Murdoch and Midland Hospitals</li> </ul>
<b>Broaden our revenue</b>	<ul style="list-style-type: none"> <li>Continued to build and enhance health fund engagement and partnership</li> <li>Established a national coordinated business development function for hospitals</li> <li>Developed new health information services (HIS) operating model and implemented a hospital-based revenue assurance and optimisation program to realise accountability, efficiencies and cost savings</li> <li>Implemented a range of reporting, analytical and forecasting projects to improve performance and productivity</li> <li>Commenced promoting services to uninsured patients and pilots for alternative payment options at three hospitals</li> </ul>
<b>Community services opportunities</b>	<ul style="list-style-type: none"> <li>Commenced rollout of technology-driven 'smart' homes to support independent living for St John of God Accord clients</li> <li>Supported the roll out of a national COVID-19 vaccination program and Infection Prevention and Control training in Timor-Leste</li> <li>Implemented electronic client management and record systems for homelessness and alcohol and other drug services</li> <li>Delivered high volume of telehealth services across St John of God Social Outreach and specialist services within St John of God Accord</li> </ul>

### 2021-22 focus

- Review virtual care model to engage with patients and clients and deliver care remotely
- Develop home and ambulatory care, social outreach and disability services strategies
- Continue obstetrics, mental health, and rehabilitation strategies implementations, including improved integration with our existing community and home care services
- Develop a new strategy for Hauora Trust, NZ
- Further develop palliative and supportive care in the home services

## Patient and client experience

Focus	Progress
<b>Patient-centric approach in all we do</b>	<ul style="list-style-type: none"> <li>– Progressed the patient experience strategic approach and program of work</li> <li>– Developed improved management feedback processes and lessons through our hospitals that continue to embed current learnings and create new opportunities to improve our services to patients</li> <li>– Developed a standardised person-centred clerical admission process for hospitals including a project to implement a patient portal</li> <li>– Conducted a major qualitative survey of obstetrics patients and developed draft journey maps and blue prints</li> <li>– Progressed the rollout of the 3Cs program (baseline program for person-centred care focusing on Connection, Compassion and Communication) in nine hospitals</li> <li>– Completed current state assessment for consumer engagement</li> <li>– Finalised the pilot and commenced the rollout of the new catering room service to our hospitals</li> </ul>
<b>Strong and consistent brand promise met every time</b>	<ul style="list-style-type: none"> <li>– Commenced planning for a survey to measure brand awareness and community attitudes across all catchment areas</li> </ul>

### 2021-22 focus

- Complete the obstetric blueprint and patient journey map and integrate insights with our obstetric strategy
- Develop and apply patient feedback mechanism to quality improvement programs and conduct an organisation wide review of complaints
- Progress consumer engagement framework and develop consumer friendly safety and quality metrics for external publication
- Implement patient experience improvements in patient discharge processes and patient led bedside handover
- Complete rollout of the 3Cs
- Roll out national brand survey and develop a clear brand strategy

## Clinical excellence

Focus	Progress
<b>Strengthen patient safety foundations</b>	<ul style="list-style-type: none"> <li>– Progressed refresh of KPIs and clinical indicator suite</li> <li>– Embedded version two of the National Safety and Quality Health Service (NSQHS) Standards</li> <li>– Managed COVID-19 risks through establishment of a national Coronavirus Emergency Response Group (CERG) and provided St John of God Health Care COVID-19 contact tracing service</li> <li>– Upgraded Riskman 3, our risk management tool</li> <li>– Implemented a program for falls management, including a clinical dashboard, capturing data insights down to ward level</li> <li>– Developed hospital acquired complications (HAC) dashboard</li> <li>– Continued embedding specialty guideline and clinical standards adherence measures</li> <li>– Undertook analysis and commenced improvement initiatives for high impact patient safety risks (HPSRs) (falls, cognitive impairment, and medication management)</li> <li>– Improved our reporting on avoidable clinical readmissions and opportunities to strengthen our hospital discharge and clinical processes</li> </ul>
<b>Excellence in clinical safety foundations</b>	<ul style="list-style-type: none"> <li>– Prioritised high volume/ high-risk areas for patient safety improvement program</li> <li>– Commenced review and further development of hospital clinical audit programs</li> <li>– Enhanced coordination and participation in registries</li> <li>– Started collecting patient reported outcome measures (PROMs)</li> </ul>
<b>Supporting excellence in clinical practice</b>	<ul style="list-style-type: none"> <li>– Approved the rollout of an electronic prescribing, medication management / oncology information management system to our WA hospitals</li> </ul>

### 2021-22 focus

- Develop comprehensive safety improvement programs across a broad range of areas
- Implement guidelines and models of best practice for 3rd and 4th degree perineal tear, blood management, haemovigilance, Infant K2 enhancements and neonatal nursery models
- Develop the comprehensive care plan in response to national accreditation requirements
- Review and uplift clinical incident reporting and root cause analyses (RCAs)
- Commence reporting PROMs to enhance clinical effectiveness
- Complete the clinical governance review project
- Develop a clinical research strategy



## Strengthening our culture

Focus	Progress
<b>Leading for Mission</b>	<ul style="list-style-type: none"> <li>Completed the first year of the new Mission model and refreshed Mission identity</li> <li>Established a working group for Innovate Reconciliation Action Plan (RAP) and addressed a number of critical areas, including recruitment, procurement and model of engagement</li> <li>Developed and delivered a broad range of support tools and processes to enable a compassionate response to voluntary assisted dying</li> <li>Launched a new learning management system (LMS)</li> <li>Expanded the scope and enhanced the Child Safety Strategy to design and develop the new Safeguarding Framework for Children, Young People and Vulnerable Adults</li> </ul>
<b>High performing teams program</b>	<ul style="list-style-type: none"> <li>Identified key areas of focus to improve culture and improve accountability</li> <li>Developed and implemented a leadership development program for frontline managers</li> <li>Developed and implemented programs to increase our safety culture including <i>Speak Up for Safety and Team Time Out</i></li> </ul>
<b>Caregiver engagement</b>	<ul style="list-style-type: none"> <li>Refreshed the caregiver engagement survey to include culture measures</li> </ul>

### 2021-22 focus

- Ongoing support for the development of our leaders in line with our strategy, Mission and Values, with a strong focus on our middle management and front-line leaders
- Broaden our measure of culture as a step toward strengthening our desired culture
- Focus on ethics, including bioethics and corporate practice
- Trial stronger evaluative measures for organisational culture and integration of Mission and Values
- Identify stronger evaluation measures for culture and compassion
- Address clinical skills shortage and develop recruitment and retention strategies
- Develop and implement an inclusion and diversity policy and framework
- Continue to focus on initiatives to build accountability, excellence and a culture where it's safe to speak up

## Optimising our processes and relationships

Focus	Progress
<b>Procurement and supply strategy</b>	<ul style="list-style-type: none"> <li>Commenced implementation of the multi-year Procurement and Supply Chain Strategy, including mobilisation of project team to deliver a sizeable change program across St John of God Health Care</li> </ul>
<b>Partnership opportunities identified and secured</b>	<ul style="list-style-type: none"> <li>Increased collaboration with other Catholic health care organisations through Catholic Health Australia (CHA) over issues such as COVID-19, viability funding, prostheses reform and private health insurance reform, with a strong focus on government engagement</li> <li>Completed the upgraded Find a Specialist tool, which has enhanced specialist profile information and the ability to search by sub-specialties to better promote our doctors</li> <li>Partnered with health funds and government funders on a range of activities</li> </ul>
<b>Clear accountabilities and governance structures</b>	<ul style="list-style-type: none"> <li>Progressed project to review and rationalise policies and move to user-friendly digital platform for improved compliance, including selecting new platform through a competitive tender</li> <li>Improved enterprise project management office (EPMO) reporting, project assurance and prioritisation approach</li> <li>Strengthened treasury and corporate finance capabilities through a range of initiatives</li> <li>Improved efficiency of finance shared services through ongoing automation</li> </ul>
<b>Sustainable IT capacity and capability</b>	<ul style="list-style-type: none"> <li>Developed and commenced implementing St John of God Health Care digital strategy with clear objectives and blueprint of activities</li> <li>Uplifted customer information system (CIS) to a stabilised, higher quality product base through upgrade and clinical adoption, providing the foundation to complete WA Health interoperability</li> <li>Successfully transitioned all Victorian hospitals to Kronos, the new rostering, time and attendance system</li> <li>Progressed the information management framework including data governance, privacy, data ownership and data policies</li> <li>Delivered more than 20 major and minor projects</li> </ul>

### 2021-22 focus

- Implement electronic discharge summaries and My Health record viewing in hospitals
- Implement clinical incident and MARS (auditing tool) projects
- Implement the new patient portal at all hospitals, providing a patient friendly and an efficient process
- Commence design of a new website to support the patient journey
- Implement the new facility management, catering and health information services operating models

# Compassion

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









# Excellence in care

St John of God Health Care's ministry as a Catholic organisation is to provide safe, high quality and compassionate care.

We have a strategic intent to become the best health care provider in Australia by 2025, with a strategy that is aligned to the Australian Commission on Safety and Quality in Health Care (ACSQHC) and premised on a commitment to person-centred care.

We have a dedicated Patient Experience and Clinical Excellence team (PEACE) who work closely with clinical caregivers in our hospitals and services to focus on ongoing improvements and enhancements.

Notwithstanding the focus on responding to the ongoing COVID-19 pandemic (see page 14), we progressed a significant body of work including the evolution of our clinical governance model, an integrated internal assurance model and other strategic initiatives.

We recognise that hospitals deal with inherently high risk complex situations, often in pressured environments and serious adverse events occur. We have an extensive program focused on improving patient and clinical safety. In 2020-21 we continued a review and refresh of the key performance indicators in our clinical indicator suite; embedded the second edition of the National Safety and Quality Health Service (NSQHS) Standards; commenced a patient safety improvement program; and commenced collection of patient-reported safety outcome measures (PROMs).

Following a serious incident at St John of God Bunbury Hospital, we have placed a strong emphasis on medication management in 2020-21. In addition to an immediate internal investigation and root cause analysis of the incident, we commissioned an independent external review of the services at the hospital and have sought ways to improve the safety of medication management at all hospitals.

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

Clinical registries are databases that collect information about patients' health and the care they receive, which is used for benchmarking health care service delivery, for the monitoring of patient outcomes, and to support research studies that answer important clinical questions. They support the implementation of ongoing quality improvement, to ensure optimal health care delivery and patient experience, and are also a source of important guidelines and standard clinical care information for each patient. Current work with registries is identifying high rates of compliance with clinical guidelines in cardiac care and improving outcomes in rehabilitation medicine. We expect to expand their use across different specialties.

St John of God Health Care's hospitals and services are accredited by the Australian Council on Healthcare Standards (ACHS) and consistently performs well against the NSQHS Standards. In 2020-21, Hawkesbury District Health Service, St John of God Pinelodge Clinic, and St John of God Geelong, Bendigo, Ballarat and Warrnambool Hospitals were surveyed and met all requirements, with no recommendations.





Research remains a cornerstone of our focus on clinical excellence. Many of our research projects operate across multiple sites and are conducted in collaboration with external partners. Oncology is one of our main areas of focus and accounts for 20 per cent of all projects, while orthopaedics, paediatrics, medicine and infectious diseases also strong areas of focus.

St John of God Health Care has a strategy to build a 'best in breed' mental health organisation and continues to contribute to mental health research. We are a leader in perinatal mental health research and run the Perinatal Women's Mental Health Unit (PWMHU) at our St John of God Burwood Hospital. Our St John of God Richmond Hospital Trauma and Mental Health Research Initiative (TMHRI) is a clinical and research partnership with the School of Psychiatry at the University of New South Wales. Both initiatives run a range of research programs, achieving valuable research outputs.

We subscribe to the ACSQHC focus on partnering with patients as an important pillar of person-centred care and in 2020-21 we focused on improving our partnership with consumers, achieving the following: developed a framework for consumer participation; completed a substantial qualitative research project to deepen insights and map the full

## In 2020-21

Made improvements in patient safety and outcome monitoring through the successful deployment of the upgraded Riskman tool and the development and launch of hospital acquired complications (HAC) dashboard.

Became the only hospital group to obtain detailed registry data across all hospitals for six registries, enabling a whole of organisation view and greater insights for identification of best practice and opportunities for improvement across St John of God Health Care.

Made safety and quality improvements for high impact patient safety risks (HPSRs), including the development of a falls dashboard to provide greater insights for mitigation strategies.

Reviewed and improved all blood related policies to support best practice and clinical decision making and improved outcomes.

Introduced a Rehabilitation Services Advisory Committee and developed a rehabilitation strategy with standardised rehabilitation programs and outcome measures.



obstetrics patient journey; launched a pilot for patient-led handover at St John of God Murdoch Hospital; and implemented our 3Cs program, a foundation piece for creating a culture of patient-centred care, at nine hospitals.

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

Legislation to provide voluntary assisted dying in Western Australia took effect on 1 July 2021. While St John of God Health Care does not support voluntary assisted dying and does not provide these services, in preparation for the new laws we developed and rolled out education and a range of information and communication tools for our caregivers to ensure a compassionate approach that will not impede a person from seeking information about voluntary assisted dying, respecting their legal right to do so.

Our view is that compassionate and high quality palliative care, which alleviates pain and other symptoms, should be provided to all in need so that no person need resort to assisted dying and, with this in mind, in the past year we have focused on developing a new model of care for end-of-life and palliative care.

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.

In 2020-21, we implemented a broad range of programs including the launch of a *Singing with your baby* songbook to support new parents, painting programs for Parkinson's patients at St John of God Geelong Hospital, music therapy at St John of God Murdoch Hospital, and a creative arts program to support mental health and rehabilitation. We also participated in a number of studies to measure the impact of our programs.

Pastoral care is part of the fabric of Catholic health care and a fundamental dimension of mission and ministry in the Catholic tradition. Our pastoral teams continued to support patients and their families displaced and disconnected by the impact of COVID-19. Mortality and spirituality have been key themes of pastoral engagement in which feelings related to potentially dying without loved ones were discussed.

We continued to run our pastoral supervised immersion programs and six students completed the program in 2020-21.

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Achieved a score of 4.83 out of a possible 5 for patient feedback on overall treatment and quality of care and 4.38 out of 5 for patient experience of care in our mental health services, an uplift on 2019-20. Maintained an overarching, organisational Net Promoter Score (NPS) 72/100 for patient satisfaction.

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Approved 143 research studies and completed 38, sharing the findings in 36 publications and 39 presentations.

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Monitored medication errors on a site/cause basis to identify and correct causes of non-critical reported adverse events and enhanced medication management with point of care reminders via QR codes due to be installed in medication rooms at selected sites.

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Continued to expand and grow telehealth and delivered more than 17,000 sessions across St John of God Social Outreach and St John of God Accord.

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Completed a major qualitative survey to map the obstetrics patient journey and develop key insights.

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Implemented 3Cs program at nine hospitals.

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Developed a new model of care for palliative and end of life care.

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# Our people

We are a large and diverse organisation, with an engaged workforce bound together by an enduring commitment to our patients and clients through our Mission. In 2020-21, our Value in focus was Compassion. Extending compassion to those we serve, to those we work alongside, and to ourselves became critical as we faced new demands and a radically different care environment.

We are an inclusive organisation and recognise and value the contribution all caregivers bring: their expertise, experience and humanity.

A snapshot of our workforce reveals that 50.4 per cent are professional nurses and midwives, and 81 per cent are female. We strive to provide a range of flexible employment options to attract the best people to our organisation.

We employ 47 caregivers with a disability. We currently employ 71 Aboriginal and Torres Strait Islander caregivers in a variety of roles across the organisation, which is an opportunity for improvement in 2021-22. The Innovate Reconciliation Action Plan and strengthened relationship with Career Trackers will help us explore this.

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

A connected and coordinated learning and development function enables our people to respond to emerging industry trends, community needs and organisational management and in 2021-22, we launched a new learning management system.

1,213 volunteers worked alongside us to ensure patients and visitors were as comfortable as possible in our care.

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

While our caregivers continued to practice Mission integration through the provision of high quality, person-centred care, we sought ways to measure these experiences and outcomes so that we might demonstrate Mission effectiveness.

The provision of opportunities for Formation, Reflection and Reflection for Action are examples of the ways in which we seek to equip caregivers to integrate a deeper understanding of Mission into their practice, and positively influence leadership of their team.

The Formation program was adapted to meet the needs of caregivers as they responded to the COVID-19 pandemic. Caregivers indicated that in a time of particular challenge and stress, opportunities for Formation were highly valued.



## Caregivers by headcount

Hospital/Service	NSW	VIC	WA	East Timor	New Zealand	Grand Total
Healthcare at Home		68	78			146
Ballarat		954				954
Bendigo		645				645
Berwick		1,012				1,012
Bunbury			615			615
Burwood	225					225
Frankston		214				214
Geelong		1,217				1,217
Geraldton			172			172
Group Services - Administration	2	147	464			613
Hawkesbury	661					661
Langmore Centre		1				1
Marillac		1				1
Midland			2,525			2,525
Mt Lawley			698			698
Murdoch			2,177			2,177
New Zealand					305	305
Pinelodge		153				153
Richmond	182					182
Accord		519				519
Social Outreach	24	83	126	4		237
St John of God Foundation		1	8			9
Subiaco			2,112			2,112
Warrnambool		169				169
<b>Grand Total</b>	<b>1,094</b>	<b>5,184</b>	<b>8,975</b>	<b>4</b>	<b>305</b>	<b>15,562</b>



More than 95 per cent of caregivers completed online Formation and 523 senior leaders completed Formation for Leaders requirements.

St John of God Health Care partnered with the University of Notre Dame Australia and the Australian Catholic University in providing further Formation opportunities for senior leaders such as the Graduate Certificate in Leadership and Catholic Culture and the Ministry Leadership Program.

The annual caregiver engagement survey was broadened in 2020-21 to include questions on culture. The outcomes have informed leadership decision making and planning for the year, in addition to continuing to nurture and maintain the strong levels of engagement amongst caregivers.

A key area of focus was ensuring caregivers felt comfortable discussing positive and negative behaviours, and to make it absolutely safe for our caregivers to speak-up for safety in all forums. As a result, programs to increase our safety culture including *Speak Up for Safety* and *Team Time Out* were developed and implemented.

We also continue to seek employee involvement in improving our safety culture through the annual *Tony Howarth Awards for Leadership in Health, Safety and Wellness*, and implement relevant learnings and initiatives from these.

With ongoing restrictions in the workplace due to COVID-19, occupational health and safety delivery methods and focuses needed to adapt, and swiftly, to ensure the ongoing safety of our people in extraordinary times.

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A Respiratory Protection Program (RPP) was developed and implemented to ensure caregivers were fitted appropriately with the correct PPE.

We also transitioned the annual Occupational Safety and Health Audit program to virtual audits, supported return to the office initiatives in WA and Victoria where this was possible, and developed support for remote workers through regular surveys and virtual ergonomic reviews.

The St John of God Health Care *Child, Young Person and Adult Risk Safeguarding Framework* was developed and endorsed, expanding the scope of the Child Safety Strategy to include additional safeguarding coverage for vulnerable adults.

St John of God Health Care sites commenced regular child-specific safety incident and action planning reporting, while new and more rigorous child and adult at risk safety screening measures were introduced to our recruitment process.

We introduced targeted education for all caregivers across all hospitals and services to ensure safety concerns could be correctly identified and immediately escalated in accordance with legislative requirements. Our sites have started to ensure children, young people and adults at risk and their parents/guardians/carers are a consumer voice in our consumer advisory forums.

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



## In 2020-21

We employed more than 15,562 people across Australia and New Zealand.

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

6,709 specialist doctors are accredited at our hospitals.

1,213 volunteers worked with us to ensure patients and visitors were as comfortable as possible in our care.

More than 95 per cent of caregivers completed online Formation.

523 senior leaders completed Formation for Leaders requirements.

We employed 47 caregivers with a disability.

Developed and implemented programs to increase our safety culture including *Speak Up for Safety* and *Team Time Out*.

Consolidated occupational health and safety policies, to help ensure greater consistency and less burden of activity to keep documents current.

Transitioned the annual Occupational Safety and Health Audit program to virtual audits.

Planned, coordinated and implemented the Respiratory Protection Program (RPP) to ensure caregivers were fitted appropriately with the correct PPE.

# Social responsibility

St John of God Health Care is committed to providing services to the vulnerable, materially poor, powerless and marginalised. We actively seek to assist and advocate for these people, and allocate significant resources to those most in need.

Through the Disability Access and Inclusion Plan, we seek to address inequity faced by people with disability including securing employment within our organisation and providing a supported, sustainable and rewarding work experience. This is a three year plan with a focus on educating caregivers, and ensuring the work environment is disability supportive.

The 2020-21 St John of God Health Care Innovate Reconciliation Action Plan (RAP) was launched in March 2020, after receiving endorsement from Reconciliation Australia. A working group has been established to help achieve the goal of facilitating effective collaboration and accountability across all St John of God Health Care sites.

Building and strengthening relationships with external bodies was a key focus, to connect with local community representatives and to deliver the most sustainable initiatives and partnerships, and much work was done to better support indigenous businesses.

We contribute to supporting individuals and families released from immigration detention centres through our agreement with the *Refugee Settlement Program* coordinated by CatholicCare

Melbourne. The program equips newly arrived refugee and humanitarian entrants with the necessary social and life skills for integrating into the community.

The organisation developed its Environmental Sustainability Strategy 2021-25 in 2020-21, which focuses on culture and leadership, environmental performance, climate change and continuous improvement.

In 2020-21, we undertook capital works projects at St John of God Ballarat and Warrnambool Hospitals, funded by grants through the Business Recovery Energy Efficiency Fund (BREEF) supporting the installation of energy efficiency equipment and technologies to increase energy savings, decrease emissions and reduce energy bills.

We also implemented St John of God Langmore Centre redevelopment recycling project, undertook recycling projects and introduced waste KPI reporting to better understand our waste to landfill performance.

Taking the lead from the United Nations Human Rights Council and the Australian Government, who have identified the practice of modern slavery as a long-standing issue, we established a Modern Slavery Working Group to lead the









implementation of a range of initiatives, part of an eighteen-month action plan, to help reduce instances of modern slavery.

In 2020-21, we finalised and published our first Modern Slavery statement, as per legislative requirements, and we continue to work alongside our suppliers and other stakeholders to help eradicate this practice.

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

We are committed to relieving disadvantage and hardship and motivated to identify and respond to unmet need. This includes support for community meals programs, educational support, providing meeting places for community groups, donations to emergency funds for humanitarian assistance and financial support for agencies supporting disadvantaged people.

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

This year, we made changes to the Caregiver Hardship Policy, introducing special leave to support those trying to escape family or domestic violence. This policy allows us to offer many styles of support, including practical responses such as financial support or additional leave.

St John of God Health Care is an active participant in the communities in which our hospitals and services are located. We partner with organisations who have similar aspirations and strategic goals. In 2020-21, we supported the WA Youth Jazz Orchestra, WA Youth Orchestras, Catholic Arts and the Black Swan State Theatre Company. We also sponsored Leadership WA and The Lester Prize and continued as major sponsor of The Mandorla Art Award, Australia's most significant thematic Christian art prize.

**St John of God Health Care Contribution**

	2018/19	2019/20	2020/21
Social Outreach	20,066,974	18,952,225	17,489,630
Community Responsibility	739,315	638,010	603,584
Patient Concessions	364,976	488,994	436,236
Caregivers Facing Hardship	177,268	109,620	218,222
	<b>21,348,533</b>	<b>20,188,850</b>	<b>18,747,672</b>

**Total funds administered**

	2018/19	2019/20	2020/21
Social Outreach	23,923,386	26,992,196	25,481,975
Community Responsibility	739,315	638,010	589,584
Patient Concessions	364,976	488,994	436,236
Caregivers Facing Hardship	177,268	109,620	218,222
	<b>25,216,945</b>	<b>28,228,821</b>	<b>26,726,017</b>

## Social justice initiatives

Provided 25,230 nights of stable accommodation to clients through our Horizon House and Casa Venegas services.

Commenced building ten new homes for 60 clients with a disability.

1,213 volunteers worked with us to ensure our patients and visitors were as comfortable as possible in our care.

Recycled 5.5 tonnes of equipment into useful new products.

Spent more than \$26 million on community and social outreach services.

Developed our first Modern Slavery Statement.

Received \$1.7 million in grant funding through the Business Recovery Energy Efficiency Fund (BREEF) for energy efficient equipment at St John of God Ballarat and St John of God Warrnambool Hospitals.

Implemented St John of God Langmore Centre redevelopment recycling project, which reused, recycled or donated the equivalent of four 40ft shipping containers (253m<sup>3</sup>) of used medical equipment, furniture, cabinetry and electronic equipment (e-waste).

Recycled 5.5 tonnes of PVC Intravenous fluid bags, face masks and oxygen tubing into useful new products.

Developed and implemented the Swappportunities initiative at St John of God Murdoch Hospital to encourage small changes in behaviour to make big impacts on our waste and resource management.

Introduced waste KPI reporting to better understand our waste to landfill performance.





# Locations and services



# Our locations

## Western Australia

### 1. Perth

#### Head office

#### Hospitals

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

#### Social Outreach

- Drug and Alcohol Withdrawal Network
- Horizon Houses
- Community Mental Health Services
- Raphael Services
- St John of God Foundation
- St John of God Healthcare at Home
- St John of God Carine Specialist Centre
- St John of God Armadale Specialist Centre

### 2. Bunbury

St John of God Bunbury Hospital

#### Social Outreach

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

### 3. Geraldton

St John of God Geraldton Hospital

#### Social Outreach

- Horizon House

### 4. North & Mid-West

Horizon House Broome

## Victoria

### 5. Melbourne

St John of God Accord

#### Hospitals

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

#### Social Outreach

- Raphael Services Berwick

### 6. Ballarat

St John of God Ballarat Hospital

#### Social Outreach

- Community Mental Health Services
- Raphael Services Ballarat
- St John of God Healthcare at Home

### 7. Bendigo

St John of God Bendigo Hospital

#### Social Outreach

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

### 8. Geelong

St John of God Geelong Hospital, including Specialist Centre

#### Social Outreach

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

### 9. Warrnambool

St John of God Warrnambool Hospital

#### Social Outreach

- Horizon House

## New South Wales

### 10. Sydney

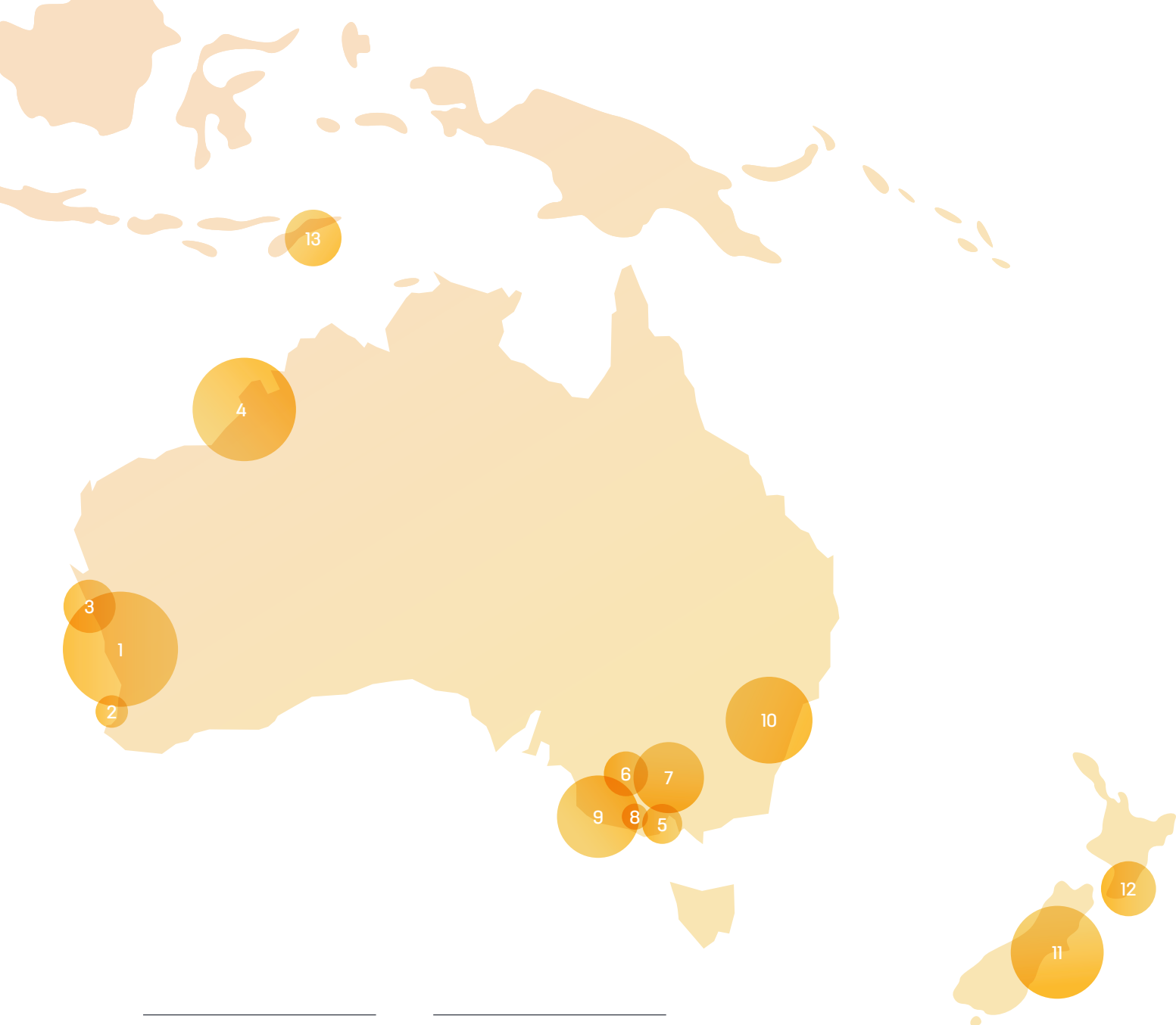
#### Hospitals

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

#### Social Outreach

- Casa Venegas
- Raphael Services





## New Zealand

St John of God Hauora Trust

### 11. Christchurch

#### Community, Youth and Child Services

- St John of God Waipuna
- Health and Ability Services
- Granada Neurological Rehabilitation Centre of Excellence
- St John of God Addington
- St John of God Halswell
- St John of God Selwyn

### 12. Wellington

#### Health and Ability Services

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

## Asia Pacific

Social outreach services

### 13. Timor-Leste

#### Social Outreach

- Nursing Development Program
- Health Managers Program
- Quality Program



# St John of God Accord

## Highlights

- Secured four new sites for The Housing Project, a project which enables housing for 30 new clients and will have an associated demand for an increased workforce.
- Developed telehealth and virtual engagement with clients and families.
- Streamlined and developed a range of technological improvements to increase program outcomes and engagement with families and carers in accommodation, as well as trialling CarelinkGo and CarelinkAir.
- Enrolled in the Disability Support for Older Australians Program (DSOA) which will see insurance-type funding and outcomes (similar to the NDIS) for clients not eligible for the NDIS due to their age.
- Launched our first NPS Customer Experience Survey (for all service delivery areas) to generate opportunities and learnings.
- Specialist Services therapy services and support coordination continued to diversify offerings to continue growth and development of their clients at Accord.

## Year ahead

- Implement new Programs of Support at our Community Campuses (NDIS requirement).
- Participate in a tender to extend our reach in our Employment Services.
- Launch new St John of God Accord website, to better reflect our brand and our clients', families' and carers' tones of voice.
- Undertake an accommodation refresh project for current accommodation homes, which will include enhancements or redevelopments.
- Embed clinical excellence by:
  - ensuring incident data is accessible, tracked and trended
  - using Carelink forms to inform quality data
  - rolling out CarelinkAir and CarelinkGo to mobilise our data to caregivers
  - recruiting a Clinical Nurse Consultant (CNC) specialising in disability, a Return to Work (RTW) Coordinator, Community Services and a dedicated Occupational Health and Safety Coordinator.



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**Established:** 1953

**Locations:**

54 sites in Melbourne's northern, eastern, western and southern suburbs.

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**Chief Executive Officer:**

Ms Lisa Evans

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**Caregivers:** 519

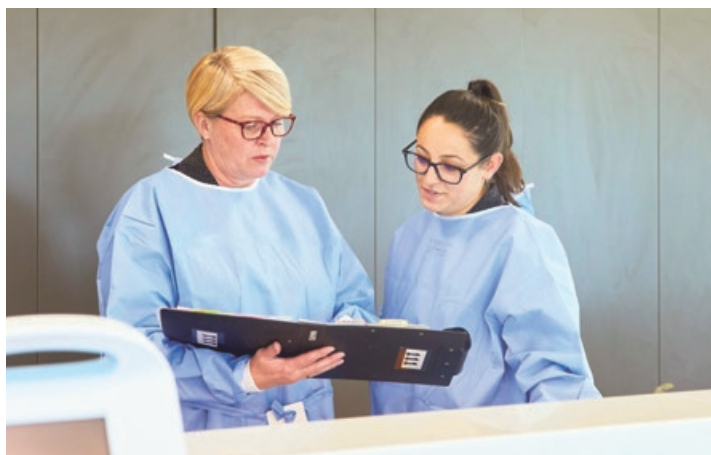
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**Services:** Professional and innovative services specialising in supporting people with intellectual disability, which promote choice, personal development and life experiences.

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# St John of God Ballarat Hospital



**Established:** 1915

**Locations:**

101 Drummond Street North,  
Ballarat

**Chief Executive Officer:**

Dr Alex Demidov

**Medical Advisory Chair:**

Dr Lydia Johns Putra

**Caregivers:** 954

**Beds:** 221

**Theatres and procedure rooms:**

5 operating theatres, 1 endoscopy  
room, 1 catheter laboratory.

**Accredited doctors:** 233

**Services:** 24-hour emergency  
department, intensive care  
and coronary care, obstetrics  
and gynaecology, special care  
nursery, rehabilitation unit with  
30 dedicated beds, oncology unit  
and day infusion centre, elective  
and day surgery, outpatient  
services.

**Net Promoter Score as at**

**30 June:** 76.2

## Highlights

- Added robotics for orthopaedic (knee) surgery.
- Implemented the 3Cs program, a foundation program for person-centred care focusing on Connection, Compassion and Communication, to help drive a consistent approach to patient care.
- Achieved accreditation with the Australian Council on Healthcare Standards under version two of the National Standards with no recommendations and no 'not met' criteria.
- Replaced and upgraded hospital frontage to comply with new Australian fire safety standards.
- Announced the Hospital Development Project.

## Year ahead

- Introduce a new admissions portal.
- Increase our graduate nursing program by accepting our largest ever intake to help in the recruitment for the hospital redevelopment.
- Commence a garden beautification project, to provide peaceful spaces around the hospital for patients and their loved ones to be able to relax outside of the acute ward environment. Managed by the St John of God Ballarat Hospital Auxiliary.
- Begin detailed schematic design planning for the new hospital development.

# St John of God Bendigo Hospital

## Highlights

- Launched Electronic Discharge Summaries for more timely information to GPs.
- Implemented Kronos, an electronic rostering, time and attendance system.
- Ran the first Effective Available Safe Inclusive (EASI) Day, consumer engagement into our quality of care and patient experience.
- Launched Equifax eCredentialing system to improve the management of credentialing specialists at the hospital.
- Achieved accreditation with the Australian Council on Healthcare Standards under version two of the National Standards with no recommendations and no 'not met' criteria.
- Implemented graduate midwifery programs, critical care and perioperative nursing discovery programs.
- Established art exhibition space open to the local artists, special exhibitions include Aboriginal art as part of NAIDOC Week and VCE student's art on display.

## Year ahead

- Launch *The Nurture Collective*, a perinatal clinic offering services to parents such as breastfeeding support and sleep settling classes, in July 2021.
- Introduce a new quality award, encouraging caregivers to nominate new clinical, non-clinical and safety and quality improvements for the hospital.
- Complete new consulting suites.
- Complete new Central Sterile Services Department (CSSD).
- Introduce room service where patients can order from a menu at times they choose.



**Established:** 1965

**Locations:**  
133-145 Lily Street, Bendigo

**Chief Executive Officer:**  
Michelle Stares

**Medical Advisory Chair:**  
Dr Joris Mekel

**Caregivers:** 645

**Beds:** 167

**Theatres and procedure rooms:** 7

**Accredited doctors:** 185

**Doctors directly employed:** 28

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

**Net Promoter Score as at 30 June:** 82.8

# St John of God Berwick Hospital



**Established:** 1910

**Locations:**  
75 Kangan Drive, Berwick

**Chief Executive Officer:**  
Ms Lisa Norman

**Medical Advisory Chair:**  
Dr Mark Tarrant

**Caregivers:** 1,012

**Beds:** 202

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

**Accredited doctors:** 713

**Doctors directly employed:** 5

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

**Net Promoter Score as at 30 June:** 82.2

## Highlights

- Accepted 30 aged care residents with suspected COVID-19 at short notice and transformed the surgical unit into a secure COVID-19 unit. Trained and sourced caregivers to staff the unit and provide care.
- Repurposed St John of God Langmore Centre into a COVID-19-safe facility for the recovered aged care residents. Staffed the site with caregivers from across the South East Melbourne region and other St John of God Health Care divisions.
- Formed an on-site COVID-19 vaccination clinic to administer the AstraZeneca and Pfizer vaccinations to caregivers, VMOs and the community.
- Adapted to the physical distancing requirements of the pandemic by hosting Facebook Live health education for the community and GP education online during the COVID-19 lockdown.
- Celebrated, in September 2020, 100 robotic-assisted surgeries using the da Vinci Xi surgical robot.

## Year ahead

- Work toward further collaboration and formation of the St John of God South East Melbourne hospitals' regional structure and strategy.
- Plan for stage four of the St John of God Berwick Hospital redevelopment, to include an emergency department, additional operating theatres, day surgery and overnight beds, and car parking.
- Develop and launch Health Access Clinics to provide easier and faster community access to specialists.
- Continue a trial of payment plans with external payment providers for self-funded patients.



# St John of God Bunbury Hospital

## Highlights

- Introduced a number of new technologies to support delivery of care closer to home, including ROSA robotic knee replacement technology, transperineal prostate biopsy technique, Sentimax, Magseed for breast tumour localisation and 4D transesophageal echocardiography for better cardiac imaging.
- Commenced planning for the hospital redevelopment project.
- Implemented the 3Cs program, a foundation program for person-centred care focusing on Connection, Compassion and Communication, to help drive a consistent approach to patient care.
- Supported the growth of the Healthcare at Home portfolio to include orthopaedic, maternity and oncology services.

## Year ahead

- Work closely with Bunbury Regional Hospital to progress redevelopment works across the campus.
- Continue St John of God Bunbury Hospital master planning for future redevelopment options.
- Review, together with WA Country Health Service, the three public clinical service agreements currently provided by St John of God Bunbury Hospital.



**Established:** 1927

**Locations:**

Robertson Drive and Bussell Hwy,  
Bunbury

**Chief Executive Officer:**

Mr Jeffrey Williams

**Medical Advisory Chair:**

Dr Peter Bairstow

**Caregivers:** 615

**Beds:** 145

**Theatres and procedure**

**rooms:** 5 theatres and 1 cardiac  
interventional laboratory.

**Accredited doctors:** 424

**Doctors directly employed:** 4

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

**Net Promoter Score as at**

**30 June:** 75.5

# St John of God Frankston Hospital



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**Established:** 2004

**Locations:**

255-265 Cranbourne Road,  
Frankston

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**Chief Executive Officer:**

Ms Lisa Norman

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**Medical Advisory Chair:**

Dr Mark Tarrant

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**Caregivers:** 214

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**Beds:** 60

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**Theatres and procedure rooms:**

Nil

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**Accredited doctors:** 25

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

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**Net Promoter Score as at  
30 June:** 76.4

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## Highlights

- Adapted to the COVID-19 pandemic, which involved visitor restrictions, lockdowns and increased PPE for caregivers, and cared for patients with COVID-19.
- Provided support to the public sector through the admission of many public patients during the COVID-19 crisis period.
- Implemented the common menu, a 7-day menu designed in collaboration with dietitians and our chefs aligned with health care legislation and guidelines.
- Implemented scanned medical records and the Kronos electronic rostering, time and attendance system.

## Year ahead

- Implement changes to the Parkinson's Disease program with new clinical lead, Dr Ganga Ganesvaran, Neurologist and Geriatrician, following the retirement of Dr Juris Rubenis.
- Work toward further collaboration and formation of the St John of God South East Melbourne hospitals' regional structure and strategy.
- Review outpatient services to increase the number of sessions to meet community demand and optimise efficiency.
- Review current service provision to ensure programs and services are in line with community needs.
- Implement standardisation of rehabilitation programs to allow benchmarking of outcome data across St John of God Health Care.

# St John of God Geelong Hospital

## Highlights

- Achieved accreditation with the Australian Council on Healthcare Standards under version two of the National Standards with no recommendations and no 'not met' criteria.
- Completed construction and commissioning of new \$10.3 million Central Sterile Services Department (CSSD).
- Implemented 3Cs program, a foundation program for person-centred care focusing on Connection, Compassion and Communication, to help drive a consistent approach to patient care.
- Introduced room service for maternity patients.
- Introduced the ROSA robotic surgery platform to expand our orthopaedic service.
- Significant reduction in lost time injury (LTI) performance.

## Year ahead

- Commence redevelopment and upgrade of facilities for maternity patients and expand private room offering.
- Expand and diversify rehabilitation services where there is an unmet need.
- Progress planning to implement room service catering model for all inpatients.
- Implement patient portal to allow for online booking process to enhance patient experience.
- Complete new clinical services plan to support future growth.



**Established:** 1905

**Locations:**  
80 Myers Street, Geelong

**Chief Executive Officer:**  
Mr Stephen Roberts

**Medical Advisory Chair:**  
Mr Richard Grills

**Caregivers:** 1,217

**Beds:** 284

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

**Accredited doctors:** 492

**Doctors directly employed:** 83

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

**Net Promoter Score as at  
30 June:** 79.3



# St John of God Geraldton Hospital



**Established:** 1935

**Locations:**

12 Hermitage Street, Geraldton

**Chief Executive Officer:**

Mr Jack Harding

**Medical Advisory Chair:**

Dr Aman Singh

**Caregivers:** 172

**Beds:** 60

**Theatres and procedure rooms:**

2 operating theatres and 1 minor procedure room.

**Accredited doctors:** 90

**Doctors directly employed:** 0

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

**Net Promoter Score as at 30 June:** 80.4

## Highlights

- Continued operation of all mid-west public maternity and special care nursery services from Geraldton Hospital in response to COVID-19 capacity planning.
- Accommodated aged care residents from Northampton in regional response to Cyclone Seroja.
- Increased chemotherapy service from two chairs to four.
- Undertook critical compliance capital works for building structure.

## Year ahead

- Expand the use of the minor procedure room by implementing colonoscopy clinical care standards with an endoscopy reporting system.
- Improve operating theatre utilisation through patient mapping and increased utilisation of minor procedure room for endoscopies.
- Complete critical compliance capital works for electrical and fire safety.
- Recruit and onboard a new Chief Executive Officer/Director of Nursing.

# St John of God Hauora Trust

## Highlights

- Appointed Sarah Williams as Chief Executive Officer of St John of God Hauora Trust in June 2021.
- Provided 2,079 nights of care relating to Accident Compensation Corporation (ACC) funded clients for pressure injury care, working closely with lead consultant Dr Raj Singhal, the Clinical Director of Burwood Spinal Unit in Canterbury.
- Supported 910 clients at Community, Youth and Child Services across our Young Parents Development Service, Mental Health and Wellbeing Team, and Community Development.
- Supported 33 young offenders, to grow and develop toward meeting their reintegration goals, through mentoring and support to achieve challenges such as the Coast to Coast 240km team race across the South Island.
- Addressed recommendations from the 2021 St John of God Karori Internal Review, by implementing the My Life Model of Care to ensure the facility is a great place to live and work.

## Year ahead

- Commence implementing St John of God Hauora Trust Strategic Plan 2021-2024 to outline the pathway to achieving growth and service excellence.
- Build St John of God Karori occupancy up to 100 per cent and implement My Life Model of Care at the facility following the reconfiguration project.
- Build the 24 room Lucena Unit, a NZ\$8.9 million capital development that will expand bed capacity at St John of God Halswell to a total of 84.
- Continue to grow and develop community, youth and child services division following the appointment of a new Regional Manager.



**Established:** 2008

**Locations:** New Zealand

**Chief Executive Officer:**  
Sarah Williams

**Caregivers:** 305

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

# Hawkesbury District Health Service



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**Established:** 1996

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**Locations:**  
2 Day Street, Windsor

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**Chief Executive Officer:**  
Mr Strephon Billingham

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**Medical Advisory Chair:**  
Dr Thomas Aczel

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**Caregivers:** 661

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**Beds:** 131

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

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**Accredited doctors:** 77

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**Doctors directly employed:** 3

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**Services:** day surgery unit, private and public surgical ward, paediatrics, maternity, special care nursery, intensive care unit, critical care unit, emergency department and after-hours GP services, community health.

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**Net Promoter Score as at 30 June:** 56.9

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## Highlights

- Achieved accreditation with the Australian Council on Healthcare Standards under version two of the National Standards with no recommendations and no 'not met' criteria.
- Achieved triple zero (000) target for elective procedures and surgeries. The triple zero target refers to the categories of elective surgery against which patients are assessed depending on the urgency of treatment. On a scale of 1 to 3, category 1 is to be completed within 30 days, while category 3 is to be completed within 365 days. This compliance is a key priority of the NSW Government and NSW Health to ensure patient access to procedures and surgeries is managed consistently, equitably and in a clinically appropriate timeframe.
- Launched private maternity services offering the Hawkesbury community more choice, together with a 'gold class' experience.
- Launched the *Healthy Hawkesbury* podcast series – a series of dynamic conversations hosted by local general practitioners and allied health professionals, featuring guests that include Hawkesbury's leading surgeons, physicians and community advocates. The series looks at the unique health issues of the Hawkesbury community, with a particular focus on health challenges identified by the region's primary health network.
- Introduced an after-hours musculoskeletal physiotherapist service. This service provides patients with the option of having non-life-threatening musculoskeletal injuries assessed and treated after hours within a reasonable time and without having to present to the emergency department.
- Launched the Top 5 program, aimed at improving the experience of patients suffering with dementia, cognitive impairment or memory problems. The program identifies the top five interventions for an individual patient that will help calm and settle them. Strategies are developed in partnership with the carer to ensure that they are workable in a hospital environment.

## Year ahead

- Renew/extend the Services Agreement with Nepean Blue Mountains Local Health District/NSW Health for public patient services.
- Recognise and improve the patient's journey and experience with a renewed focus on emergency treatment, length of stay, discharge planning and after hospital care.
- Develop a bariatric model of care to improve the patient pathway.
- Engage caregivers through Formation with the value of 'respect' and how it can enhance the patient experience.
- Focus on occupational health and safety, aiming to provide a safe work environment with a focus on the management of behavioural risks and zero tolerance of all types of aggression.



# St John of God Healthcare at Home

## Highlights

- Supported home services through the challenging environment of COVID-19 including changes in practice, use of PPE, patient screening and ongoing caregiver and patient support.
- Commenced an oncology and infusions home service in Perth, Western Australia.
- Formally launched Bunbury Service Delivery Centre in June 2021, to provide an expanded range of services in the home in Bunbury including hospital in the home, post-acute care, maternity and chemotherapy support services.
- Relunched a preventable re-admission pilot program in March 2021 at St John of God Murdoch Hospital. Discharged patients are followed up at home to better support them in their recovery and to identify and manage symptoms that may lead to re-admission.
- Commenced a wound consultancy service to better support the clinical management of patients with wounds at home. This has resulted in improvements in documentation of wound care plans, educational support and on the road clinical guidance for caregivers, consumable usage, and wound healing and outcomes for patients.

## Year ahead

- Prepare for accreditation against the National Safety and Quality Health Service Standards with Australian Council on Healthcare Standards (ACHS) survey planned for February 2022.
- Commence palliative and support services in the home and rehabilitation in the home.
- Continue expansion of all services in Perth, Bunbury, and Victorian Service Delivery Centres.
- Ongoing review of operational processes to improve efficiency and effectiveness of service delivery, including review of technology support and devices.
- Review geographic footprint and best location for Perth services.
- Further explore and implement virtual health technologies to support recovery and care of patients at home.



**Established:** 2009

**Locations:**

Bunbury, Murdoch, Subiaco, Mt Lawley, Midland, Mandurah, Ballarat, Bendigo, Berwick and Geelong.

**Chief Executive Officer:**

Ms Robyn Sutherland

**Caregivers:** 146

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

**Net Promoter Score as at 30 June:** 82

# St John of God Midland Public and Private Hospitals

**Established:** 2015

**Locations:**

1 Clayton St, Midland

**Chief Executive Officer:**

Mr Michael Hogan

**Medical Advisory Chair:**

Amanda Boudville

**Caregivers:** 2,525

**Beds:** 367

**Theatres and procedure rooms:**

9 theatres and 3 procedure rooms.

**Accredited doctors:** 240

**Doctors directly employed:** 269

**Services:**

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

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

**Net Promoter Score as at  
30 June:** 52.5



## Highlights

- Managed 45,339 admissions, 135,751 outpatient visits, 76,869 emergency department presentations, 2,078 births and 19,016 procedures.
- Launched the GoShare digital platform pilot program with the Minister for Indigenous Australians, Ken Wyatt AM, MP in September 2020.
- Established and operated a COVID-19 vaccination clinic and administered 5,280 vaccinations to frontline workers and high-risk members of the community.
- Awarded St John of God Midland Private Hospital's Community Wellbeing Grants to ten local community groups. Each received a total of \$23,000 for a range of initiatives that support mental and physical health and wellbeing.
- Announced a joint research appointment with the University of Notre Dame Australia. Professor Yogesan Kanagasigam was appointed the inaugural Chair in Digital Health and Telemedicine at the University of Notre Dame.
- Welcomed the second cohort of directly employed medical interns, following the commencement of the program in 2020.

## Year ahead

- Progress a proposal to expand the hospital to create more physical capacity and services to help meet future growth in the local community.
- Construct a Mental Health Emergency Centre adjacent to the Emergency Department, to provide timely care for patients with mental health, drug, alcohol and other behavioural-related issues requiring treatment.

# St John of God Mt Lawley Hospital

## Highlights

- Commenced endoscopy services through a public contract with East Metropolitan Health Service.
- Held the inaugural Aboriginal Advisory Group meeting to support culturally appropriate service delivery.
- Continued refurbishment of inpatient rooms in the main hospital building.
- Introduced a hospital-wide culture program to support accountability and team cohesion.
- Completed a gap analysis submitted to the Office of the Chief Psychiatrist to ensure the Ursula Frayne Unit meets mental health standards.
- Launched Eve, an exclusive maternity patient app, designed to support parents throughout their pregnancy, birthing experience and first year of parenthood.

## Year ahead

- Continue collaborating with the public sector to support service provision for key specialties.
- Explore self-funded service opportunities and partnerships with doctors.
- Commence rollout of the room service meal model to enhance the patient experience through an improved menu and increased dietary options.
- Introduce scanned medical records.



**Established:** 1937

**Locations:**  
Thirlmere Road, Mt Lawley

**Chief Executive Officer:**  
Mr Paul Dyer

**Medical Advisory Chair:**  
Dr Paul McRae

**Caregivers:** 698

**Beds:** 205

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

**Accredited doctors:** 579

**Doctors directly employed:** 8

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

**Net Promoter Score as at 30 June:** 76.1



# St John of God Murdoch Hospital



**Established:** 1994

**Locations:**  
Barry Marshall Parade, Murdoch

**Chief Executive Officer:**  
Mr Ben Edwards

**Medical Advisory Chair:**  
Professor Peter Bremner

**Caregivers:** 2,177

**Beds:** 530

**Theatres and procedure rooms:**  
16 operating theatres, 5  
endoscopic procedure rooms, 2  
angiography procedure rooms.

**Accredited doctors:** 784

**Doctors directly employed:** 84

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

**Net Promoter Score as at  
30 June:** 75.5

## Highlights

- Broke ground on the new radiation oncology building in August 2020 (expected to be complete in early 2022).
- Launched Ready to Thrive Program for talent management.
- Completed the refurbishment of all rooms and common areas in St John of God Murdoch Hospice.
- Implemented operating theatre safety programs.
- Achieved inpatient satisfaction scores up to 77.6 (NPS).

## Year ahead

- Commission new mental health day services and new facility.
- Develop and implement a workforce retention, recruitment and development strategy.
- Plan ongoing facility improvement including development of a new ward, commissioning of two new operating theatres, build of a new carpark and installation of additional lift in the St John of God Wexford Medical Centre.

# St John of God Pinelodge Clinic

## Highlights

- Completed a \$1.8 million environmental safety project to improve patient safety and experience and reduce the ligature risk in patient rooms.
- Achieved accreditation under the National Safety and Quality Health Care Standards and the National Mental Health Standards, with no recommendations.
- Implemented scanned medical records and the Kronos electronic rostering, time and attendance system.
- Collaborated with Phoenix Australia and The Police Association of Victoria in the delivery of evidence based treatment as part of BlueHub.
- Opened the facility at short notice to provide care to aged care residents who had moved from their home due to the pandemic. Caregivers from across the South East Melbourne region and other St John of God Health Care locations provided care.
- Finalised clinical service planning, building plans and interior design for the new South East Melbourne community mental health service.
- Donated approximately four tonnes of unwanted furniture, cabinetry and clinical equipment to Timor-Leste, in partnership with Rotary. Donations included beds, bedside and over-bed tables, and chairs.

## Year ahead

- Continue operational planning for the opening of St John of God Langmore Centre in August 2022, including VMO recruitment, workforce planning, recruitment and orientation, and clinical service delivery planning.
- Develop a peer workforce framework to diversify and complement the existing workforce.
- Plan for the future of St John of God Pinelodge Clinic once St John of God Langmore Centre is operational.
- Work toward further collaboration and formation of the St John of God South East Melbourne hospitals' regional structure and strategy.
- Continue St John of God South East Melbourne hospitals' partnership with Bunjilwarra - Koori Youth Alcohol and Drug Healing Service.



**Established:** 1980

**Locations:**  
1480 Heatherton Road, Dandenong

**Chief Executive Officer:**  
Mrs Linda Allen

**Medical Advisory Chair:**  
Dr Mark Tarrant

**Caregivers:** 153

**Beds:** 54

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

**Accredited doctors:** 53

**Doctors directly employed:** 2

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

**Net Promoter Score as at 30 June:** 52.9

# St John of God Richmond and Burwood Hospitals



## ST JOHN OF GOD RICHMOND HOSPITAL

**Established:** 1952

**Locations:**  
177 Grose Vale Road, North Richmond

**Chief Executive Officer:**  
Mr Colman O'Driscoll

**Medical Advisory Chair:**  
Dr Jeffrey Bertucen

**Caregivers:** 182

**Beds:** 88

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

**Accredited doctors:** 38

**Doctors directly employed:** 6

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

**Net Promoter Score as at  
30 June:** 65.0

## Highlights

- Kept caregivers and clients safe and the hospitals operational during NSW flood emergencies and the COVID-19 pandemic. This included emergency leadership working parties with daily communications providing timely and relevant information, moving treatment programs online, production of support videos for the community and providing mental health support to the wider St John of God Health Care community.
- Implemented the mental health strategy across St John of God Health Care with engagement from key mental health caregivers.
- Received Board approval for the St John of God Richmond Hospital redevelopment project, a co-design project involving consumers, carers and caregivers.
- Developed the Consumer and Carer Partnership Advisory Committee framework, expanding the membership and ensuring representation of the committee at key governance forums across the service.
- Achieved significant improvement in patient satisfaction, evidenced through Net Promoter Scores across both hospitals improving from an average of 52 in 2019-20 to 63.2 this year. Completion rate also increased by 73 per cent from previous year.





## Year ahead

- Strengthen the way in which our services partner with consumers and carers including through co-design training and specific projects to improve the client experience.
- Collaborate with consumers, carers and caregivers to develop and implement trauma-informed reflective practices across the service.
- Develop a peer-worker framework focused on lived experience.
- Develop community mental health programs to provide a smooth transition for clients, including regional outreach and telehealth responses.
- Undertake a gap analysis to understand learning and development needs to expand our capability, aligned with the mental health strategy.

## ST JOHN OF GOD BURWOOD HOSPITAL

**Established:** 1958

**Locations:**  
3 Grantham Street, Burwood

**Chief Executive Officer:**  
Mr Colman O'Driscoll

**Medical Advisory Chair:**  
Dr Nicholas Di Ciaccio

**Caregivers:** 225

**Beds:** 95

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

**Accredited doctors:** 48

**Doctors directly employed:** 5

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

**Net Promoter Score as at  
30 June:** 61.0

# St John of God Social Outreach



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**Established:** 2002

**Locations:**

67 locations in Western Australia, New South Wales, Victoria, Timor-Leste and Papua New Guinea

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**Chief Executive Officer:**

Ms Susan Cantwell

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**Caregivers:** 237

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**Beds:** 205

**Services:**

**COMMUNITY MENTAL HEALTH**

Raphael Services (perinatal and infant), Mental Wellbeing Services, Drug and Alcohol Withdrawal Network, and South West Community Alcohol and Drug Service.

**HOMELESSNESS AND SUPPORT SERVICES**

Horizon House (youth) and Casa Venegas (adult).

**CAPACITY BUILDING:**

International Health programs in Timor-Leste and Papua New Guinea.

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## Highlights

- Appointed by the WA Primary Health Alliance to lead the co-design of a new adult mental health centre in Midland. St John of God Social Outreach led the co-design process and completed internal due diligence processes to ensure the centre reflects local needs and delivers the best outcomes for the community.
- Delivered community mental health and homelessness support services to 6,243 people in areas of unmet need and provided 25,230 nights of stable accommodation to clients through our Horizon House and Casa Venegas services.
- Implemented telehealth across our community mental health services in response to COVID-19, which resulted in 17,123 telehealth sessions being delivered.
- Implemented Client Management Systems for Horizon House and Casa Venegas, as well as our Alcohol and Other Drug Services, South West Community Alcohol and Drug Service (SWCADS) and Drug and Alcohol Withdrawal Network (DAWN).
- International Health presented at the World Health Organisation (WHO) Global Compassion webinar on the work completed with the national hospital in Timor-Leste to develop and embed Vision, Mission and Values activities within the hospital.

## Year ahead

- Open and operate a new adult mental health centre in Midland, part of a federally funded pilot, to provide free assessment, treatment, advice and support to adults experiencing stress, anxiety and/or distress.
- Introduce digital client ratings and surveys to provide live feedback to support service improvements and inform planning for Casa Venegas and Horizon Houses.
- Collaborate with local stakeholders to explore partnerships and shared care options to facilitate diverse options for clients and to respond to those clients in our community mental health services who have increased acuity and complexities.
- Implement recommendations from the 2021 external evaluation of our Nursing Development Program in Timor-Leste while developing a new plan and transitioning to Timorese leadership.
- Review and refine systems for collecting, analysing and using data and client feedback to enable service enhancements and improvements.

# St John of God Subiaco Hospital

## Highlights

- Received approval from the Town of Cambridge for the hospital's Local Development Plan, the first step prior to submitting a development application.
- Refurbished public areas across the hospital, including the maternity ward, Subiaco Clinic and Bendat Family Comprehensive Cancer Centre entrance, providing increasingly comfortable and contemporary environments for patients and visitors.
- Launched Eve, an exclusive maternity patient app designed to support parents throughout their pregnancy, birthing experience and first year of parenthood.
- Participated in 52 clinical trials of which 24 were specific to oncology, firmly cementing St John of God Subiaco Hospital's position as a world leader in cancer research.
- Managed the COVID-19 pandemic locally by training caregivers in appropriate PPE use and forming COVID teams to manage at-risk patients. The hospital was also the highest recruiter for an international study aimed at monitoring the prevalence of COVID-19 in asymptomatic elective surgery patients.
- Implemented the 3Cs program, a foundation program for person-centred care focusing on Connection, Compassion and Communication, to help drive a consistent approach to patient care.

## Year ahead

- Obtain Board approval for the redevelopment of the hospital and campus. The commencement of building is now subject to planning approval. This is a significant milestone in the history of St John of God Subiaco Hospital. Initial stages include upgrading the hospital kitchen, construction of additional lifts and expanding the sterilisation department. New lifts and a new cohort ward and acute admissions centre will also be introduced.
- Introduce an a la carte room service menu allowing all patients to order gourmet meals at a time that is convenient to them. This will be a bonus for patient experience.
- Introduce the O-arm surgical imaging system, becoming the first private health care provider in Western Australia to do so. The system, which will be used for orthospinal surgery, optimises surgical accuracy and outcomes by allowing surgeons to scan patients during surgery, producing high quality 3D images.
- Implement an Administrative Assistance Excellence Project, which will allow St John of God Subiaco Hospital to further improve administration services and patient hospitality, enhancing the hospital experience for patients and their loved ones.



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**Established:** 1898

**Locations:**

12 Salvado Road, Subiaco

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**Chief Executive Officer:**

Professor Shirley Bowen

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**Medical Advisory Chair:**

Dr Donald Ormonde. Mr Peter Campbell commenced 21 June.

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**Caregivers:** 2,112

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**Beds:** 539

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**Theatres and procedure rooms:**

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

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**Accredited doctors:** 857

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**Doctors directly employed:** 78

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

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**Net Promoter Score as at 30 June:** 74.2

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# St John of God Warrnambool Hospital



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**Established:** 1939

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**Locations:**  
136 Botanic Road, Warrnambool

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**Chief Executive Officer:**  
Mr Alex Dimidov

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**Medical Advisory Chair:**  
Dr Kristen Cornell

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**Caregivers:** 169

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**Beds:** 73

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**Theatres and procedure rooms:**  
3 theatres

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**Accredited doctors:** 140

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**Doctors directly employed:** 2

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

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**Net Promoter Score as at 30 June:** 84.5

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## Highlights

- Achieved accreditation with the Australian Council on Healthcare Standards under version two of the National Standards with no recommendations and no 'not met' criteria.
- Completed a Department of Health licencing review, with no recommendations received.
- Implemented the 3Cs program, a foundation program for person-centred care focusing on Connection, Compassion and Communication, to help drive a consistent approach to patient care.
- Secured substantial donations for urology medical equipment which will enable new services to be undertaken.
- Achieved outstanding patient experience feedback, evidenced through Net Promoter Scores, achieving the highest score across St John of God Health Care.
- Secured a 24-hour physicians on-call roster.

## Year ahead

- Upgrade endoscopy/CSSD to enable compliance with the AS4187 standard.
- Increase patient urology procedures with new specialised surgical equipment purchased.
- Complete upgrade of patient bathrooms.
- Continue to upgrade capital equipment to enhance surgical procedures.





# St John of God Foundation

St John of God Foundation improves lives and creates hope by fundraising for leading medical research and personalised patient treatment.

St John of God Foundation raises vital funds for innovations in health care with the greatest potential to improve clinical outcomes and quality of life for patients and their loved ones.

Every story of human impact – from innovative cancer treatment to breakthroughs in medical research – has only been made possible thanks to the generosity and compassion of people in our communities. People who share a vision of transforming health care for humanity.

Donations from individuals, trusts and foundations, organisations and caregivers all play a critical role in enabling medical discoveries and advancements in health care, giving hope to patients and their families in their time of greatest need.

## **A culture of giving through a pandemic**

Throughout 2020-21, St John of God Foundation was inspired by the remarkable commitment shown by compassionate donors, despite the upheaval experienced both locally and globally due to the COVID-19 pandemic.

This reinforced the need for a pandemic response to occur in parallel with, not at the expense of, ongoing progress in health care to treat people fighting existing health conditions who continue to rely on innovations in medical treatment.

## **2020-21 impact at a glance**

- Received more than \$1.7 million in donations from the community, including funding for leading medical research and innovations in personalised patient treatment.
- Funded Gifts of Hope for patients and families fighting cancer who were struggling financially.
- Raised funds for cuddle beds, enabling greater connection and comfort for patients during end of life care.
- Funded equipment to enhance and boost participation in clinical trials for advanced cancer treatments.
- Raised funds to support a mental health sensory room, helping to provide a safe and calming space for adult mental health service patients.
- Funded state-of-the-art medical equipment to help improve patient outcomes and experience, including Transperineal Prostate Biopsy and Trus Probe equipment, chemotherapy chairs, and a Transcutaneous Bilirubinometer (TcB) device to support advanced diagnosis and treatment of neonatal jaundice.
- Funded iPads to be used for telehealth consultations to reduce foot traffic at St John of God Health Care locations, ensuring physical distancing requirements could be met, while still providing care to all patients.



- Provided ongoing funding for a Colorectal Cancer Support Nurse to facilitate a level of patient-centred care and support that goes above and beyond medical management.
- Provided ongoing funding for leading medical research projects, including those conducted by the Bendat Respiratory Research and Development Group, and the Colorectal Cancer Research unit.

Advancing discoveries in health care with a focus on human dignity has never felt more relevant.

In the coming year, we will continue to concentrate our efforts on supporting leading medical research and personalised patient treatment in areas of high demand and unmet need across our communities.

Thank you to each and every supporter that has commenced or continued to support health care advancements over the past twelve months. Your kindness is more valued than ever, and our gratitude for your shared vision and compassion is immense.

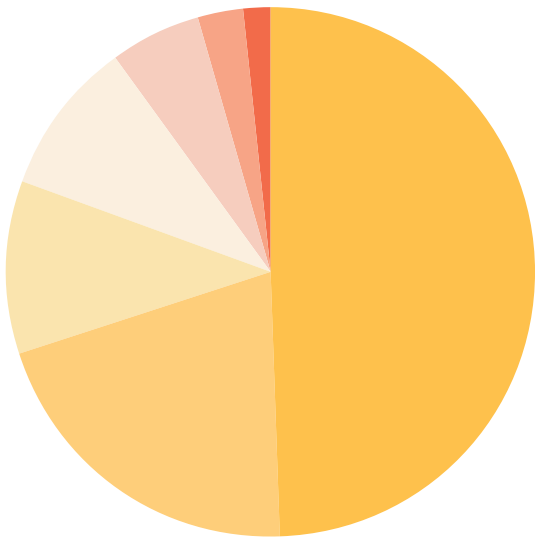
Together, we can continue to transform the future of health care.

**How your donations were allocated**

All donations received by the Foundation are directed in accordance with our supporters’ wishes.

**Area of support**

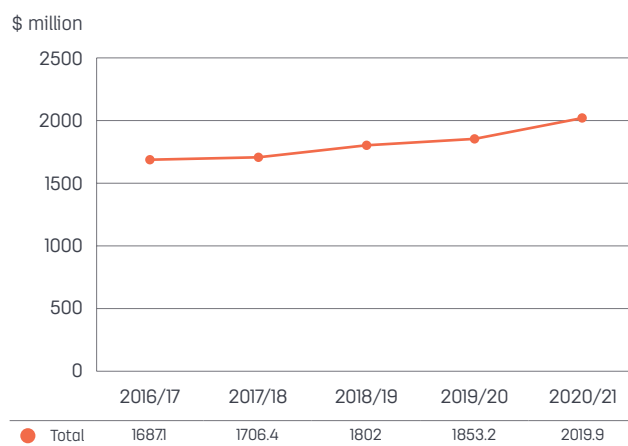
●	<b>49.6%</b>	Medical and health research
●	<b>20.5%</b>	Area of greatest need
●	<b>10.5%</b>	Innovative medical equipment
●	<b>9.4%</b>	Expanded hospital services
●	<b>5.7%</b>	Patient support
●	<b>2.7%</b>	Community Services
●	<b>1.6%</b>	Other



# Stewardship

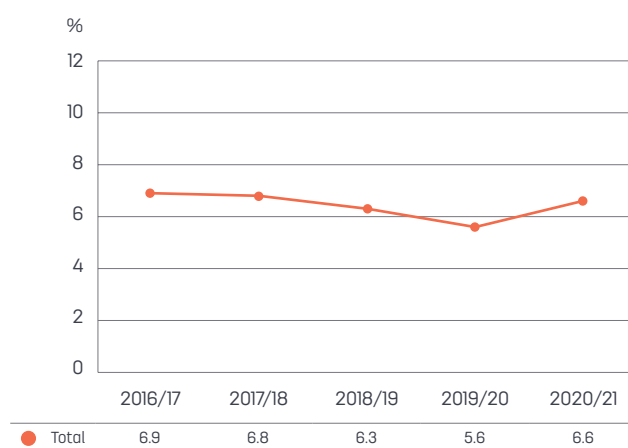
## Total revenue

Total revenue grew by 9.0% during the year, with the private hospitals revenue increasing by 13.4% and public hospitals revenue increasing by 6.0%.



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

EBITDA percentage shows an improvement on the prior two years and reflects the initiatives that are underway for margin improvement.



## Operating revenue - geographical analysis

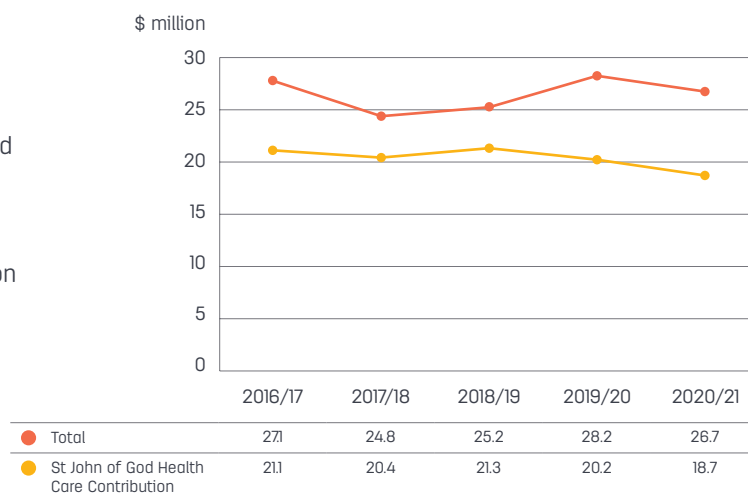
WA has grown by 9.4% to be 66.3% of revenue, NSW has risen by 5.2% to be 6.9% of revenue and New Zealand grown by 9.3% to be 0.9% of revenue. This year Victoria revenue also increased by 8.9% to be 25.9% of revenue.





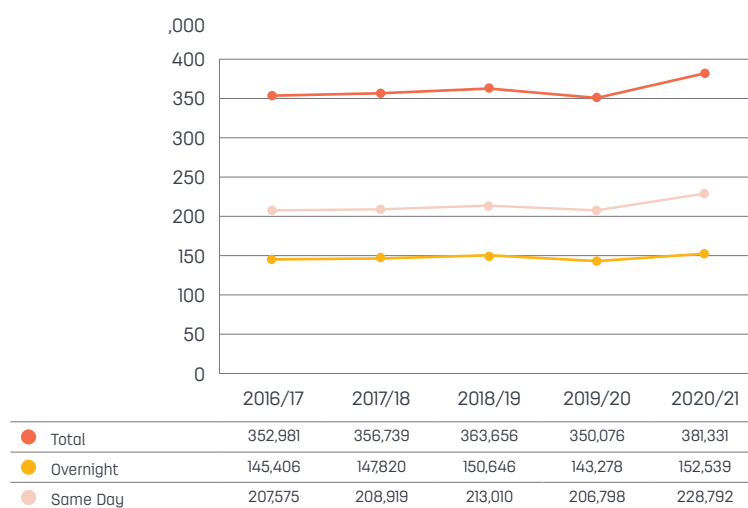
## Social justice expenditure

Total expenditure on the delivery of community services and social justice initiatives decreased in 2020-21 by 9%, and reflects a direct funding contribution by St John of God Health Care of \$18.7 million for the year. There was no reduction in service provision; the expenditure reduction reflected achievement of efficiencies in service delivery.



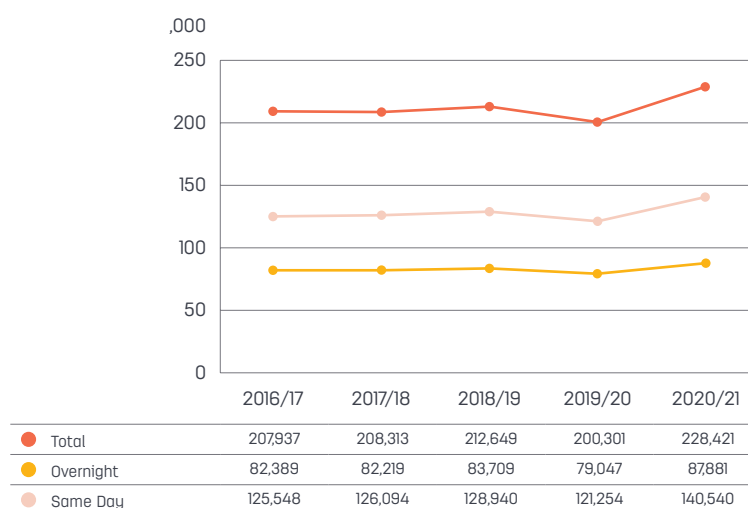
## Separations

Separations increased due to surge in demand following the elective surgery shutdowns from COVID-19. Same day separations increased due to improvements in technology and availability of health care in the home (post-surgery).



## Procedures

Procedures increased in 2020-21 due to increased demand.





Centuria

Built.

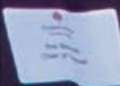


ST JOHN OF GOD  
Murdoch Hospital



Oncology

Centuria



# Governance





# Governance

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

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

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

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

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

The Board appoints the Group Chief Executive Officer, who is accountable to the Board for the organisation's day-to-day management across Australia and New Zealand.

The Group Chief Executive Officer convenes and chairs the Executive Committee (ExCom) comprising senior executives who provide assistance and 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, senior executives and the St John of God Hauora Trust Board (New Zealand) have delegated authority.

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

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

## Board meetings and committees

### Board meetings

Chaired by Hon Kerry Sanderson AC CVO, the Board comprises 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 Adrian Arundell, the Audit and Risk Committee comprises five non-executive board members and assists the Board to fulfil its fiduciary and corporate governance responsibilities by: overseeing the integrity and quality of financial information presented to the Board; overseeing the scope and quality of internal and external audit functions; monitoring the identification and management of risks; and monitoring compliance with statutory responsibilities. EY continued to act as the external auditor and the internal audit function is performed by internal resources with support from PwC.

### Finance and Investment Committee

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



### Mission Integration, Caregivers and Culture Committee

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

### Patient Experience and Clinical Excellence Committee

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

### Remuneration and Nominations Committee

Chaired by Hon Kerry Sanderson AC CVO, the Remuneration and Nominations Committee comprises three non-executive Board members. It aims to ensure fair and responsible remuneration and takes advice from an independent remuneration consultant. It reviews the Group Chief Executive Officer's performance and makes recommendations to the Board on remuneration for this position and that of the senior executive group. It also considers nomination matters, including Board Committees' composition, skills and diversity, Board induction, succession planning for the Group Chief Executive Officer, committee membership and endorsing senior executive appointments.

### Digital, Information and Technology Committee

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

## Board attendance

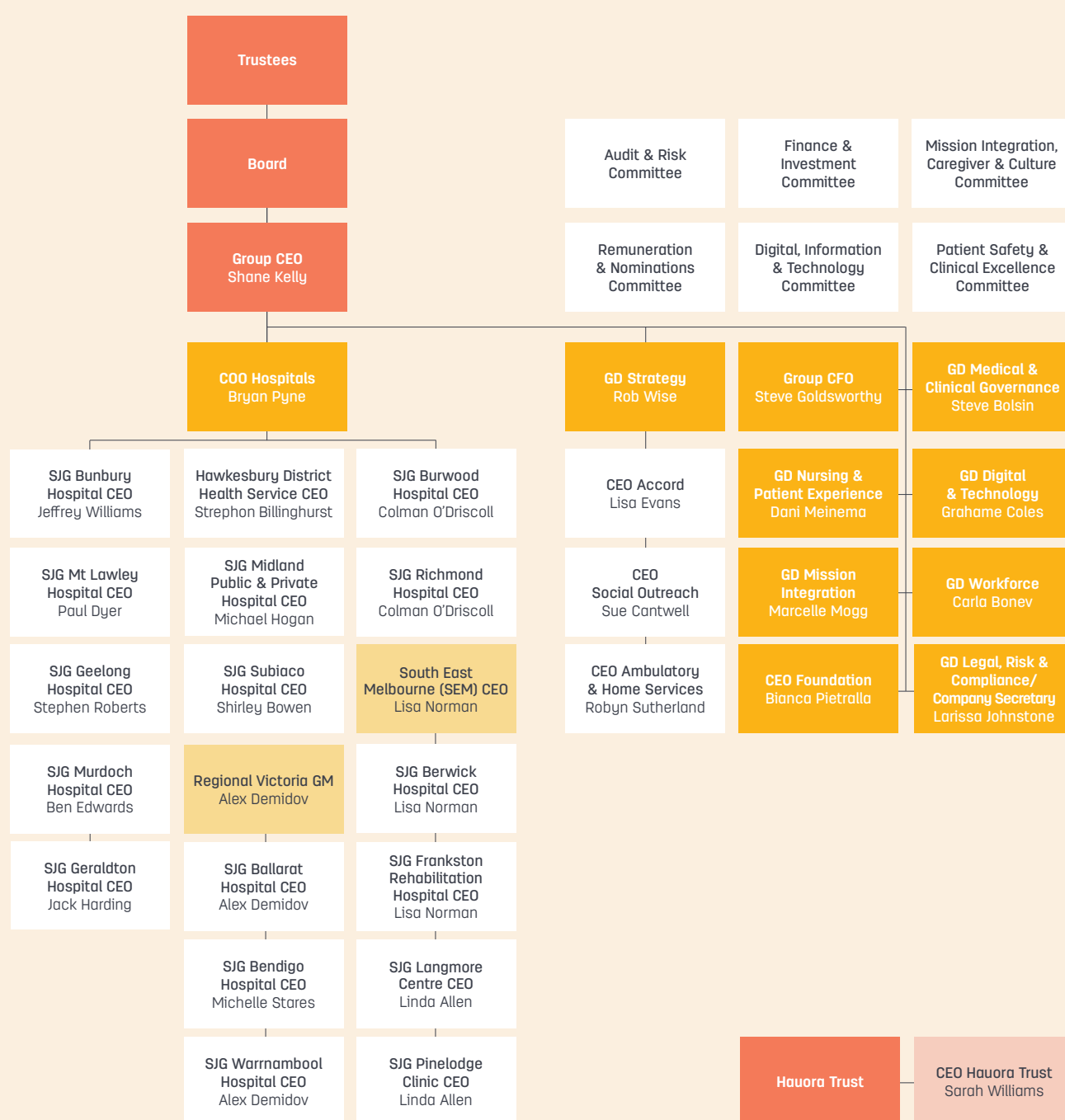
Board Attendance / Member	Governing Board		Audit & Risk Committee		Finance & Investment Committee		Mission Integration, Caregivers & Culture Committee		Patient Experience & Clinical Excellence Committee		Remuneration & Nominations Committee		Digital, Information & Technology Committee	
	○	✓	○	✓	○	✓	○	✓	○	✓	○	✓	○	✓
Hon Kerry Sanderson AC CVO	7	7			11	11	6	6			3	3		
Mr Adrian Arundell	7	7	7	7	11	11								
Dr Julie Caldecott	7	7	7	7					6	6				
Assoc Prof Rosanna Capolingua	7	7	7	5					6	6			3	2
Mr Justin Carroll	7	7			11	9					3	3	3	3
Mr Jack de Groot	7	7					6	6	6	5				
Dr Shane Kelly	7	7			11	11	6	6	6	6	3	3	3	3
Dr Michael Levitt	7	7							6	5				
Mr James McMahon	7	7	7	7			6	6						
Mr Peter Prendiville	7	7			11	11					3	3		
Dr Mark O'Brien	7	7	7	6					6	6				

○ Eligible to attend

✓ Attended

# St John of God Health Care

## Organisational structure



# Trustee biographies



## Ms Eva Skira AM

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

Trustee Chair since  
1 January 2014

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

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

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

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

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

Current Chair Macmahon Limited and Director Western Power  
Chair, Association of Ministerial PJPs



## 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 in Fremantle WA (PhD)

Director of LJ Goody Bioethics Centre in Perth WA since 2003

Concurrent appointments: Adjunct Associate Professor in the School of Philosophy and Theology, University of Notre Dame Australia (Fremantle Campus); Clinical Ethics Consultancy, Perth Children's Hospital; St John of God Health Care Human Research Ethics Committee



## Mr Frank Cooper AO

BCom (UWA)

Trustee since January 2015

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

Pro Chancellor of the University of Western Australia

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

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

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

## Trustee biographies



**Ms Danielle Cronin**

BEcon, MPPP, MAICD, MACEL

Trustee since January 2018

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

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Member of the Australian Catholic Council for Pastoral Research, member of the Catholic Church's Royal Commission Implementation Advisory Group and member of the Council of Australian Governments (COAG) Education Council's Data Strategy sub-group

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Current Director of Jesuit Education Australia and Good Samaritan Education

---

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

---

Awarded Australian Churchill Fellowship in 2008



**Mrs Mary McComish**

LLB (UWA), LLM (London)

Trustee since July 2013

Trustee of MercyCare WA

---

Formerly a barrister in the Supreme Court of Western Australia and Associate Professor of Law at University of Notre Dame for 10 years

---

Dean of Law at University of Notre Dame from 2005 until her retirement in 2007

---

Director of Daydawn Advocacy Centre from 2013 to 2016, an initiative of the Catholic Church in the Archdiocese of Perth on behalf of Aboriginal people



**Mr John (Jack) Moore**

MAICD

Trustee since July 2013

Extensive business experience in marketing, advertising and public relations, including 28 years as principal of his own business providing services to a large range of companies

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Involved in financial/property governance for the Diocese of Sandhurst

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Chair of Mercy Health Bendigo Advisory Board from 1996 to 2006

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Board Member of Mercy Health and Aged Care in Victoria from 2006 to 2017

---

Represented the Diocese of Sandhurst as Member of St John of God Australia Limited from October 2010 to 30 June 2013

---

Board Member of Mount Alvernia Hospital Bendigo (now St John of God Hospital Bendigo) from 1987 to 1996 and Chairman from 1990 to 1996





### Mr Mark Murphy

LLB (UWA), BJuris (UWA), FLWA

Trustee since January 2014

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

Previously General Counsel and Company Secretary at St John of God Health Care

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



### Hon Neville Owen AO, KCSG

LLB (Hons), LLD (Hon)

Trustee since January 2020

Extensive legal experience spanning more than 40 years, including almost 20 years as a judge of the WA Supreme Court

Extensive corporate governance expertise as judge and later as the Royal Commissioner reviewing the collapse of the HIH Insurance group

Current member of Pontifical Commission for the Protection of Minors appointed by Pope Francis in 2018, member of the Australian Catholic Bishops Commission's Implementation Advisory Group and Chair of the Church's Governance Review Project

Former Chair of the Australian Catholic Bishop's Commission Truth Justice and Healing Council

Former Trustee and former Chancellor of University of Notre Dame Australia



### Adjunct Professor Susan Pascoe AM

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

Trustee since May 2018

Senior executive roles in Government and Church including as CEO of the Victorian Curriculum and Assessment Authority, Chair and CEO of the Catholic Education Commission of Victoria, Commissioner of the State Services Authority, inaugural Commissioner for the Australian Charities and Not-for-profits Commission, and Commissioner for the Royal Commission into Victoria's Black Saturday Bushfires

Current Chair of Catholic Emergency Relief Australia, the Australian Council for International Development and the Community Directors' Council, and member of Mercy Health and the Vatican Commission on Methodology preparing for the Synod on Synodality

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

Awarded a Member of the Order of Australia in 2007 and winner of the National Leadership in Government award in 2016

Adjunct Professor at the University of Western Australia

# Board biographies



**Hon Kerry Sanderson  
AC CVO**

BSc, BEcons, Hon Dlitt, FAICD

Chair since May 2018  
Appointed May 2018

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

---

**Current positions:** Chancellor of Edith Cowan University since January 2019, and participates in a number of charitable and community activities including Chair of the WA Parks Foundation, Board Member of WACA, Patron of the Western Australian Aboriginal Leadership Institute, the Bibbulmun Track Foundation and the Rottneest Voluntary Guides Association

---

**Past positions:** Governor of Western Australia, 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 Transport for WA and Director of the Economic and Financial Policy Division of the Western Australian State Treasury

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

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**Mr Peter Prendiville**

BCom

Deputy Chair  
Appointed May 2012

**Current positions:** Chairman of 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, Cottesloe Beach Hotel and Hotel Rottneest as well as regional hotels in Karratha, Port Hedland and Broome; and a Governor and Trustee of University of Notre Dame Australia, having been involved with the university since its inception

---

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

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Western Australian of the Year 2015 – Business Award Winner

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

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**Dr Shane Kelly**

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

Appointed 2020-21

35 years' experience in health care including 19 years as chief executive officer at hospitals and health care organisations in Australia

---

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

---

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

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Adjunct Professor, Australian Catholic University

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**Mr Adrian Arundell**  
BCom, FCA, SF Fin

Appointed February 2018

More than 20 years' experience in providing advice across mergers and acquisitions, financing and restructuring

Experience in organisational transformation across a range of industries including health, technology, construction, investment and property development

**Current positions:** Managing Partner of Azure Capital, a WA-headquartered, national provider of corporate advisory services; fellow of the Institute of Chartered Accountants in Australia and New Zealand; Senior Fellow of the Financial Services Institute of Australasia; and Board Member of University of Notre Dame Australia



**Dr Julie Caldecott**  
MBBS, MBA

Appointed January 2015

More than 20 years' experience as a consultant, Director and Partner of the Boston Consulting Group (BCG) across the public and private sectors, with a focus on consumer goods and health

Trained as a medical practitioner prior to joining BCG and has an MBA from Melbourne Business School, University of Melbourne

**Current positions:** Non-Executive Director of Victorian Major Transport Infrastructure Board and Victorian Registration and Qualifications Authority, and Chair of Blue Cross Aged Care

**Past positions:** Board memberships include non-executive directorships at Melbourne's Royal Children's Hospital, the Victorian Transport Accident Commission and the Institute for Safety, Compensation and Recovery Research



**Mr Justin Carroll**  
BCom, FCA

Appointed January 2015

More than 30 years' experience in the provision of external audit, due diligence and advisory services

**Current positions:** Partner of PwC Australia's Perth office and member of PwC Australia's Governance Board, Governor and Director of University of Notre Dame Australia and chair of their Audit and Risk Committee, Fellow of the Institute of Chartered Accountants and a registered Company Auditor

Holds a Bachelor of Commerce in Accounting and Finance from the University of Western Australia

## Board biographies



**Assoc Prof Rosanna Capolingua**

MB BS, FAMA, FAICD

Appointed January 2010

Career built in general medical practice

---

Special interest in patient safety and outcomes, involved in medical education, professional development and medical ethics, having served on medical and government ethics committees

---

**Current positions:** Principal of Floreat Medical, Chair of the WA Immunisation Strategy Committee, Chair of Child and Adolescent Health Services WA, Board member of Catholic Homes Inc., Chair of AMA Ltd Board, Medical Director of the AMA (WA) Youth Foundation

---

**Past positions:** Federal President of the Australian Medical Association, State President of AMA (WA), Chair of Governing Council Child and Adolescent Health Services, Deputy Chair of North Metropolitan Health Service and Chair of its Quality and Safety Committee, 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

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**Mr Jack de Groot**

BA

Appointed November 2016

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

---

**Past positions:** Chief Executive Officer of Caritas Australia, and the Group Leader of Mission at St Vincent's Health Australia, Chair of Implementation Advisory Group and Jesuit Mission, Deputy Chair of Catholic Social Service Australia, Board member of Uniya, One World Centre, Act for Peace, Companions Volunteer Communities, Edmund Rice Centre, Australian Catholic Social Justice Council, Catholic Social Services Victoria and the Australian AIDS Fund

---



**Dr Michael Levitt**

MBBS, FRACS

Appointed January 2016

**Current positions:** Member of clinical staff at St John of God Subiaco Hospital since 1990, including as a member of its Medical Advisory Committee for 13 years (four as chairman), Clinician Member of the Medical Board of Western Australia since 2016 and Chief Medical Officer of Western Australia since October 2018

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**Past positions:** St John of God Subiaco Hospital Director of Medical Services from 2005 to 2013, member of clinical staff at Sir Charles Gairdner Hospital where he held various senior roles from 1990 to 2005

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**Mr James McMahon**

DSC, DSM, MBA

Appointed July 2017

Experience in the public and private sectors, including as the Commissioner for the Department of Corrective Services in Western Australia and advising organisations on strategy, operations, risk, governance and leadership

---

**Current positions:** Chief Operating Officer of Australian Capital Equity, Board member of the SAS Resources Trust Board and the Australian War Memorial Board, Ambassador for The Fathering Project, and Advisor on the Finance Committee for RSLWA

---

More than 25 years' regular and reserve experience in the Australian Defence Force, including roles as Commanding Officer of the Special Air Service Regiment (SAS) and SAS Squadron Commander, awarded the Distinguished Service Cross (DSC) and the Distinguished Service Medal (DSM) for command and leadership in action in Timor-Leste, Afghanistan and Iraq

---

As an SAS Squadron Commander, the Squadron was awarded the Meritorious Unit Citation for Operations in Timor Leste, as Commanding Officer, the Unit was awarded the Meritorious Unit Citation for Operations in Afghanistan

---

**Past positions:** West Coast Eagles Football Club board member

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2019 Western Australian of the Year

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Masters in Business Administration, Masters in Management

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**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

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**Current positions:** Associate Fellow and Programme Director, Oxford Healthcare Leadership Programme, Saïd Business School, Oxford University; Adjunct Professor, Faculty of Business, Economics and Law, University of Queensland

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**Past positions:** 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

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Experienced medical practitioner and clinician

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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

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# Executive committee biographies



## **Dr Shane Kelly**

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

Group Chief Executive Officer

Appointed June 2018

35 years' experience in health care including 19 years as chief executive officer at hospitals and health care organisations in Australia

---

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

---

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

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Adjunct Professor, Australian Catholic University



## **Dr Steve Bolsin**

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

Group Director Medical  
Services and Clinical  
Governance

Appointed May 2019

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

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

---

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

---

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



## **Ms Carla Bonev**

BCom, MOrgPsych

Group Director Workforce

Appointed July 2020

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

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Previously held senior human resources roles at South 32 and BHP

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



### Mr Grahame Coles

MBA, DipMgt

Group Director Digital,  
Information and Technology  
Appointed February 2019

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

Previously worked as the Chief Information Officer in several large organisations including the Department of Health and Human Services Victoria, Department of Health and Human Services Tasmania, ZESPRI international and Goodman Fiedler

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



### Mr Steve Goldsworthy

BCom, CA, GAICD

Group Chief Finance Officer  
Appointed December 2017

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

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

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

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

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

Board Member of all St John of God Health Care subsidiary entities, including New Zealand Haroura Trust



### Ms Larissa Johnstone

BA LLA (Hons), Grad Dip Legal Practice

Group Director Legal,  
Risk and Compliance  
Appointed July 2020

More than 20 years' experience advising in relation to legal, risk and compliance matters, including 8 years as the St John of God Health Care General Counsel and Company Secretary

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



### Ms Dani Meinema

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

Group Director of Nursing  
and Patient Experience  
Appointed January 2019

More than 15 years' senior management and nursing experience

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

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

## Executive committee biographies



### **Ms Marcelle Mogg**

Dip App Sc (Nursing), B Soc Sc  
(Pastoral Studies), MBA, GAICD

Group Director Mission  
Integration

Appointed November 2016

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

---

Formerly Chief Executive Officer of Catholic Social Services Australia

---

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

---

Board member of Sacred Heart Mission



### **Mr Bryan Pyne**

BBus, FCA

Chief Operating Officer  
Hospitals

Appointed August 2018

24 years' experience in finance and health care management including more than 20 years with St John of God Health Care

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Fellow of the Institute of Chartered Accountants

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Recipient of the 2010 40 under 40 Award (WA)

---

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

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Member/Treasurer of the WA Australasian College of Health Service Management State Branch Council



### **Mr Rob Wise**

BA

Group Director Strategy

Appointed July 2019

Health care management experience in private, non-for-profit and public organisations in the United Kingdom and Australia spanning more than 30 years

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Previous chief executive officer positions held at Spire Healthcare Ltd UK, Radiology SA and Calvary Wakefield and Rehabilitation hospitals, and Chief Operations Officer at Affinity Health

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CPA designation with Australian Society of Certified Practising Accountants





# Glossary

## **Accreditation**

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

## **Acute care**

Treatment of a sudden episode of illness or injury.

## **Ambulatory care**

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

## **Australian Hospital Patient Experience Question Set (AHPEQS)**

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

## **Arts and health**

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

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

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

## **Australian Council on Healthcare Standards (ACHS)**

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

## **Board**

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

## **Brothers of St John of God**

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

## **Caregiver**

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

## **Catholic Social Teaching**

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

## **Central Sterile Supply Department (CSSD)**

A hospital department that sterilises medical equipment.

## **CERG: Coronavirus Emergency Response Group**

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

## **Client**

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

## **Clinical care/clinical services**

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

## **Clinical risk management**

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

## **Comprehensive Cancer Centre**

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

## **Coronary Care Unit (CCU)**

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

## **COVID-19**

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

## **COVID-19 pandemic**

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

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

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

## **Cultural Alignment Strategy**

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

## **Disability and Inclusion Plan (DAIP)**

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

## **Disability Employment Services (DES)**

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

## **Discharge**

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

## **End-of-life care**

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

## **Enterprise Bargaining Agreement**

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

## **Episode/occasion of service**

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

## **Formation**

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

## **Group**

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

## **Governance**

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

## **Holistic care**

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

## **Healthcare at Home**

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

## **Inpatient**

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

#### **Intern**

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

#### **Lost Time Injury Frequency Rate (LTIFR)**

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

#### **Mission**

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

#### **Mission Discernment Framework**

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

#### **Modern Slavery**

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

#### **Multicentre studies**

Research that takes place across more than one location.

#### **National Safety and Quality Health Service Standards (NSQHS Standards)**

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 second edition commenced 1 January 2019 and addressed gaps such as mental health, cognitive impairment, health literacy, end-of-life care, and Aboriginal and Torres Strait Islander health.

#### **Not-for-profit or non-profit organisation**

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

#### **Net Promoter Score (NPS)**

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

#### **Outpatient**

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

#### **Palliative care**

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

#### **Pastoral care**

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

#### **Pathology**

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

#### **Perinatal mental health**

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

#### **Personal Protective Equipment (PPE)**

Protective clothing, face masks, goggles, or other garments or equipment designed to protect the wearer's body from injury or infection.

#### **Procedure**

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

#### **Public Private Partnership (PPP)**

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

#### **Reconciliation Action Plan (RAP)**

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

#### **Registered Training Organisation**

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

#### **Registrar**

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

#### **Resident Medical Officer**

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

#### **Root cause analysis**

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

#### **Same day patient**

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

#### **Separation/discharge**

The completion of an episode of care.

#### **Service Ethos**

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

#### **Social justice**

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

#### **Social Outreach**

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

#### **Sisters of St John of God**

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

#### **Specialist Training Program**

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

#### **Stewardship**

Effective and sustainable use of resources.

#### **Sustainability**

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

#### **Telehealth**

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

#### **Transformation**

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

#### **Trustees**

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

#### **Visiting Medical Officer (VMO)**

VMOs are not hospital employees but are contracted to provide specific medical services in nominated health facilities.

#### **Voluntary Assisted Dying (VAD)**

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

#### **Workforce planning**

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









# Contact us

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## Head Office

### St John of God Health Care

Level 1, 556 Wellington Street  
Perth WA 6000  
Tel: (08) 6116 0000  
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[www.sjog.org.au](http://www.sjog.org.au)

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## National

### St John of God Foundation

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### St John of God Healthcare at Home

12 Kings Park Road  
West Perth WA 6005  
Tel: 1300 475 442  
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### Melbourne Offices

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Melbourne VIC 3004  
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### Global Innovation Centre

Ballarat Technology Park  
2 Enterprise Grove  
Mt Helen VIC 3350  
Email: [info@sjog.org.au](mailto:info@sjog.org.au)

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## Western Australia

### Hospitals

#### St John of God Bunbury Hospital

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

#### St John of God Geraldton Hospital

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

#### St John of God Midland Public and Private Hospitals

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

#### St John of God Mt Lawley Hospital

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

#### St John of God Murdoch Hospital

100 Murdoch Drive  
Murdoch WA 6150  
Tel: (08) 9438 9000  
Fax: (08) 9366 1133  
Email: [info.murdoch@sjog.org.au](mailto:info.murdoch@sjog.org.au)

#### St John of God Murdoch Community Hospice

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

#### St John of God Subiaco Hospital

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

#### St John of God Wembley Day Surgery

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

### Social Outreach

#### Social Outreach Head Office

Level 1, 556 Wellington Street  
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Tel: (08) 6116 0000  
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Email: [socialoutreach@sjog.org.au](mailto:socialoutreach@sjog.org.au)

#### Horizon House WA

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#### Raphael Services WA

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

#### Raphael Services Cockburn

14/11 Wentworth Parade  
Success, WA 6164

#### Raphael Services Joondalup

Suite 2.11, Level 2, Shenton House  
57 Shenton Avenue  
Joondalup WA 6027

#### Raphael Services Maddington

40 Orr Street  
Maddington WA 6109

#### Raphael Services Midland

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

#### Drug and Alcohol Withdrawal Network

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

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## 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](mailto:info.ballarat@sjog.org.au)

#### St John of God Bendigo Hospital

Cnr of Lily and Chum Streets  
Bendigo VIC 3550  
PO Box 478, Bendigo VIC 3552  
Tel: (03) 5434 3434  
Fax: (03) 5434 3455  
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#### St John of God Berwick Hospital

75 Kangan Drive  
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**St John of God Frankston Rehabilitation Hospital**  
255–265 Cranbourne Road  
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Email: info.frankstonrehab@sjog.org.au

**St John of God Geelong Hospital**  
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Geelong VIC 3220  
PO Box 1016, Geelong VIC 3220  
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Fax: (03) 5221 8807  
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**St John of God Langmore Centre**  
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Berwick VIC 3806  
Tel: (03) 8793 9475  
Fax: (03) 8793 9440

**St John of God Pinelodge Clinic**  
1480 Heatherton Road  
Dandenong VIC 3175  
Tel: (03) 8793 9444  
Fax: (03) 8793 9440  
Email: info.pinelodgeclinic@sjog.org.au

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

### Social Outreach

**Community Mental Health Services**  
136 Botanic Road  
Warrnambool VIC 3280  
Tel: (03) 5563 4532  
Fax: (03) 5563 4522  
Email: glenrygecentre@sjog.org.au

**Community Mental Health Services**  
105 Webster Street  
Ballarat VIC 3350  
Tel: (03) 5320 2260  
Fax: (03) 5320 2018  
Email: pomgranatehouse.ballarat@sjog.org.au

**Horizon House**  
Level 2, 417 St Kilda Road  
Melbourne VIC 3004  
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**Raphael Services Ballarat**  
105 Webster Street  
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**Raphael Services Bendigo**  
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**Raphael Services Berwick**  
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**Raphael Services Geelong**  
265 Ryrie Street  
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**Raphael Services Torquay**  
Kurrambee Myraing  
Community Centre  
12 Merrijig Drive  
Torquay VIC 3220  
Tel: 1800 292 292  
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## New South Wales

### Hospitals

**St John of God Burwood Hospital**  
13 Grantham Street  
Burwood NSW 2134  
PO Box 261, Burwood, NSW 1805  
Tel: (02) 9715 9200  
Fax: (02) 9747 5223  
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**Hawkesbury District Health Service**  
2 Day Street, Windsor NSW 2756  
Locked Mail Bag No. 10  
Windsor NSW 2756  
Tel: (02) 4560 5555  
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Email: info.hawkesbury@sjog.org.au

**St John of God Richmond Hospital**  
177 Grose Vale Road  
North Richmond NSW 2754  
Locked Bag 2, Richmond NSW 2753  
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### Social Outreach

**Casa Venegas**  
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**Raphael Services NSW**  
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## New Zealand

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### Health and Ability Services, Southern

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### Health and Ability Services, Northern

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### Community, Youth and Child Services, Southern

**St John of God Waipuna**  
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## Social Outreach

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



ST JOHN OF GOD  
Health Care