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On the cover: Caregivers from St John of God Berwick Hospital receive personal items for aged care residents transferred to their care due to COVID-19.

St John of God Health Care is one of the largest Catholic providers of health care services in Australia. Established in Western Australia in 1895, we are a not-for-profit private health care group, operating 24 facilities comprising more than 3,400 beds and employ more than 14,500 staff across Australia and New Zealand.

GROUP CEO UPDATE

It has been more than a year since we last shared the great variety of work that contributes to supporting our patients and clients across Australia, through this publication.

Towards the end of summer 2020 when there were a lot of unknowns surrounding the fast-spreading coronavirus, we directed our resources toward our management of the COVID-19 pandemic, as you will see in this edition of Pomegranate.

Throughout the pandemic, our caregivers have shone, thanks to the guidance of our dedicated Coronavirus Emergency Response Group (CERG), which set the path from our very early understanding of the virus and continues to manage the complexities that the pandemic adds to the delivery of health care every day.

In the past 12 months, COVID-19 hasn't been the only unexpected pressure on our teams, and indeed our country. A tropical cyclone, fires and floods around our hospitals have highlighted incredible caregiver resilience and compassion for patients, clients and the broader communities we operate in.

While prioritising the management of the pandemic, we have also achieved a lot outside of this, which includes planning for the future. I'm pleased to be able to communicate with you that five of our hospitals are planning or undergoing significant redevelopments to improve facilities for our communities and those that we exist to serve

I'm always pleased to hear about the awards and recognition our caregivers receive for their work with us and beyond, including recognition for our Board Chair Hon Kerry Sanderson AC CVO whose commitment to WA was recognised by the Queen last year.

These highlights, and more, feature in this edition of Pomegranate.

I look forward to being able to share more achievements such as these with you as the year progresses.





Dr Shane KellyGroup Chief
Executive Officer

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Our COVID-19 response

Responding to the coronavirus (COVID-19) pandemic has been a key component of life at St John of God Health Care for more than 12 months.

By the time the World Health Organisation (WHO) declared the COVID-19 pandemic in April 2020, our COVID-19 Emergency Response Group (CERG) had been established for three months. Chaired by Dr Steve Bolsin, Group Director Medical Services and Clinical Governance. this group of caregivers has been unwaveringly committed to providing guidance, communications and recommendations, organising additional supplies of PPE and critical care support, and prioritising the safety of our caregivers, patients, clients and communities, with our exceptional infection prevention and control processes coming to the fore.

"I remember in the early days we spent a lot of time addressing concerns around hand washing, community transmission, numbers of intensive care beds and the concept of physical distancing. We were also focused on discussing the merits and pitfalls of airborne versus droplet spread," Steve said.

"We have all learned so much in a short space of time, and have always adjusted our advice, and our behaviours, to help keep us all as safe as we could. "As a community, Australia is so much more health literate – even with some things as seemingly basic as hand hygiene. It's all part of our 'new normal'."

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

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

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

- Creating a contact tracing team to assist the Victorian Department of Health and to minimise community transmission.
- Creating the COVID-19 Command Centre to manage the second wave in Victoria.
- Ensuring patients and clients
 had access to celebration of the
 Mass televised through hospital
 televisions, and encouraged
 alternative arrangements for
 patients to receive the Sacrament of
 Anointing if approaching end of life.
- Rolling out telehealth across hospitals, community mental health services and pastoral care to reduce foot traffic while maintaining patient care plans; and offering online training and education classes for patients.
- Establishing and staffing COVID-19 testing clinics at St John of God Midland and Hawkesbury District Health Service hospitals, and offering St John of God Langmore Centre to Monash Health as a respiratory and fever clinic.
- Taking in COVID positive and suspected aged care residents to St John of God Berwick Hospital.



- DR STEVE BOLSIN

Pictured: Caregivers from St John of God

- Mt Lawley Hospital's Ursula Frayne Unit were among the first to have a COVID-19 positive caregiver and successfully stopped the spread throughout the ward.
- Recommissioning St John of God Langmore Centre to offer the Victorian Department of Health additional beds to help manage the aged care crisis.
- Ceasing non-elective surgery in readiness for a surge in COVID-19 patients across the Australian health system.
- Facilitating work from home arrangements where it was possible.
- · Upskilling caregivers and identifying additional spaces within our facilities to accommodate critical care patients, should we have been required to double our current ICU capacity.

caregivers donned full PPE to help care for COVID-19 positive aged care residents in hospital.

Pictured: St John of God Berwick Hospital Pictured: COVID-19 clinic at St John of God Midland Public Hospital.

- Procuring supply of PPE to ensure we could protect our patients, clients and caregivers from harm.
- "I believe our management of the pandemic has been a success," Steve said. "We have kept our caregivers safe from harm, our infection control practises stood up in the face of the tests that were thrown at it, our PPE recommendations didn't fail us, and most importantly, we have learned an awful lot – not the least that our caregivers are an incredible group of people.

"Attention now turns to the vaccine program, and also to alleviating the crisis fatigue that in some cases is

deep seated. Self-care is often the first thing that is sacrificed during times like these, as it often seems indulgent, but in order for caregivers to better care for others, they must care for themselves.

"The incredible selflessness and generosity of caregivers across the entire organisation cannot be overstated.

"Many volunteered to step outside their areas of comfort to support those most vulnerable, to be upskilled in new areas of patient care, and to live away from their own families in order to help keep people safe. It's been a significant team effort and one that makes us all proud."

Compassion binds us all

At the height of the second wave and resulting aged care crisis in Victoria, St John of God Berwick Hospital Chief Executive Officer Lisa Norman received a call from the Victorian Department of Health (DHHS) asking her to care for 30 COVID positive or suspected aged care residents, most of whom had complex care needs and were living with dementia.

The call was received 45 minutes before patients would arrive at the hospital, which did not have a ward prepared to receive COVID-19 positive patients, and with limited expertise in resident aged care.

"When they arrived, the residents were scared and confused, and their families were worried and anxious," Lisa said. "But, as always, our caregivers were ready to swing into action and do what they do best – provide compassionate care when our community needed it the most."

Caregivers worked quickly to put measures into place to ensure the residents felt welcome, safe and comfortable upon their arrival. This included personal phone calls to their families, regular visits from a pastoral practitioner, immediate hygiene care and nourishment with hot meals.

Due to the risk of infection spread, the residents arrived with nothing more than the clothes on their back, so caregivers in Perth worked with the local Coles near St John of God Berwick Hospital to arrange a delivery of personal items, such as hairbrushes and toothbrushes, which went a long way towards settling the residents by providing some home comforts as well as reassuring their families that they were receiving care and support.

When the aged care residents arrived at St John of God Berwick Hospital, and not for the first time during the pandemic, caregivers stepped

Pictured: Caregivers ready to care for patients at St John of God Langmore Centre.

outside their comfort zone to work in different outside, outside their experience. Some caregivers relocated to a hotel for weeks on end, to protect their families from the virus as much as possible. Some picked up paintbrushes and moved furniture as part of the recommissioning of the St John of God Langmore Centre.

The Langmore Centre was re-established as an aged care facility in record time to provide much needed relief to Victoria's aged care sector, and caregivers from across Victoria volunteered to be a part of the unit, under the leadership of newly appointed Chief Executive Officer Linda Allen.

"Once the residents who were transferred to St John of God Berwick Hospital had recovered from their symptoms, or tested negative, they were transferred to St John of God Langmore Centre for ongoing residential-style care until the State Government deemed it safe for them to return home," Linda said. "We also accepted COVID negative residents from another private hospital provider as the feedback about our



"As much as it was tragic and emotional and hard and tiring, I think we got a lot out of it, too. I feel proud of what we achieved and how we worked together.

"This moment in time will stick with us forever."



Pictured: St John of God Berwick Hospital caregivers with a delivery from Coles for aged care residents.

outstanding level of multi-disciplinary care was recognised by the Victorian Department of Health.

"In just ten days the facility was opened to help take the pressure off an already stretched aged care sector during the peak of the pandemic. The newly created Langmore team involved caregivers from across St John of God Health Care's Victorian hospitals - nurses, pastoral practitioners, administrators, care assistants, catering and cleaning staff.

"The Shepton Ward brought renewed hope and normality to residents. We were able to offer a slower pace to the day than they had experienced in a busy acute hospital where they had been so very unwell. We were able to offer diversional therapy programs via our pastoral care team which included art and music therapy to assist residents to feel more relaxed, and our allied health

professionals focused on assisting residents to improve, given a number of them experienced a decline in their function whilst unwell with COVID."

In addition to the heroics on the frontline, there was a lot of work happening behind-the-scenes to find out as much as possible about the residents - their routines, likes and dislikes – to help them settle. Training and education materials were developed to help all our caregivers better understand what cognitively impaired patients needed, in order to feel safe and cared for.

With restrictions in place, many residents were unable to see their family members, and whilst access to technology enabled families to talk to residents via FaceTime and video link, it was our caregivers who became the constant companion and primary source of comfort for them. Having to

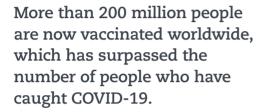
build trust and demonstrate compassion through full PPE was no easy feat and yet our caregivers took it all in their stride and built lasting relationships with many of the residents.

"We've been in it together, we've carried each other. It's been a great experience and it's something I'd do again in a heartbeat," Enrolled Nurse Nikki Clifton said.

"As much as it was tragic and emotional and hard and tiring, I think we got a lot out of it, too. I feel proud of what we achieved and how we worked together.

"This moment in time will stick with us forever."

Vaccine update #rollupyoursleeves



Group Director of Nursing and Patient Experience Dani Meinema is leading the vaccine roll out at St John of God Health Care and while Australia is in a fortunate position in terms COVID-19 transmission, she is excited to be at this point of the rollout.

"The vaccine roll out has in some ways been a long time coming, but is also a phase that seemed very optimistic this time last year," Dani said. "Each state is developing and managing its own roll out plan, aligned to the previously announced national approach, and we are working closely with the relevant health departments to facilitate arrangements for vaccination of our prioritised frontline caregivers, as well as developing our own vaccination program and plan to contribute as and when needed."

Vaccine clinics have been established at our hospital sites to support the health system as needed.

The vaccine program is convenient, free, and good for our communities - it will help us all 'get back to normal'.

"We know there are long term adverse health events experienced by some COVID-19 patients, and these are not limited to respiratory issues," Dani said.

"While most people who have symptoms after being infected with COVID-19 recover and return to normal health, some patients can have symptoms that can last for weeks or even months after recovery from the acute illness. Even people who are not hospitalised and

UNITED TO DEFEAT MODERN SLAVERY

St John of God Health Care is one of a large number of Australian organisations that are working to meet new legislative requirements under the Modern Slavery Act 2018, that aim to eradicate modern slavery and the exploitation of people for commercial gain.

Modern slavery can include child labour and forced marriage, and it is estimated that more than 40 million people are trapped in some form of slavery worldwide.

Representatives from across the organisation are part of a working party formed to identify risks in our operations and supply chains, and put in place measures to address and reduce these risks.

Taking the lead from the United Nations Human Rights Council and the Australian Government, who have identified the practice as a long-standing issue, the project takes a collaborative approach with our suppliers and other stakeholders to make sure we are jointly taking responsibility to reduce the risk and eradicate the practice.

The Modern Slavery Working Group commenced a three year action plan, and has recently completed the first St John of God Health Care Modern Slavery Statement.

As a member of the Australian Catholic Anti-Slavery Network (ACAN), in late March 2021, St John of God Health Care's statement will be included in the compendium of statements from all Catholic member organisations.



At present (May 2021) those caregivers under 50 will receive the Pfizer vaccine and those over 50 will be offered Astra Zeneca. Both vaccines prevent illness and death from COVID-19.

It will then be posted on the Online Register for Modern Slavery Statements, a federal government initiative containing more than 1,360 searchable statements that allows entities to declare their commitment to eradicating modern slavery.

St John of God Health Care Board Chair the Hon Kerry Sanderson AC CVO and Group CEO Dr Shane Kelly are united in their support of the statement.

"We do not support or condone modern slavery or the exploitation of people in any form, but we recognise that it can be hidden and difficult to identify," they said.

"It requires a clear organisational framework, active focus from management, and good governance at Board level to reduce the risks through our supply chain and other parts of our operations.

"It also requires a partnership approach, and we are working with our suppliers and other stakeholders, to take joint responsibility for action.

"We are making good progress and have a longer term roadmap in place."

Modern Slavery Liaison Officer Anton van Heerden is leading the working group which has already completed 12 initiatives in 2020.

"This is important for any ethical organisation but it is particularly incumbent on us as a Mission-led organisation, which places emphasis on the dignity of every person," Anton said.

"Working with ACAN and the Joint Catholic Procurement Network to finalise our statement for the online register for Modern Slavery Statements was a pivotal point in the initiative that makes our views and actions transparent.

"Our roadmap will continue into 2024 and allow us to review the effectiveness of our measures while integrating with our business as usual processes to continue monitoring our supply chain."

A strategy for the future

Mental health is one of the key areas of focus for St John of God Health Care to ensure we have a services profile that will support our communities into the future.

While we currently offer a broad range of services including specialist mental health hospitals, dedicated wards, outpatient services and counselling through our Social Outreach services, we are also focusing on areas where we can provide further expertise to address otherwise unmet health care needs.

St John of God Burwood and Richmond hospitals CEO and Group Mental Health Lead Colman O'Driscoll is leading the Mental Health Strategy which looks to strengthen the contribution we can make in this area beyond those services we already provide.

"Mental health is the single biggest contributor to years lived in ill health in Australia and people with severe mental illness die significantly younger than other Australians." Colman said.

"Underpinning the work we have done to develop the strategy is a philosophy to guide the way we should design our services.



"It's an approach that puts the person at the centre and designs services around their needs. Developing services with people, their friends and families as active participants and partners.

"We want our services to be responsive to the needs of the people that we are here to care for and we can transform their care by continuously integrating new ways of working, new technologies and learning how to better provide care."

The St John of God Health Care Mental Health Strategy was launched on 23 March 2021 and is part of the overarching strategic intent is to become the best performing health care organisation in Australia by 2025.

COLLABORATIVE DESIGN FOR MENTAL HEALTH CENTRE PILOT

St John of God Health Care has been appointed by the WA Primary Health Alliance (WAPHA) to lead the codesign of a new Adult Mental Health Centre (AMHC) in Midland as part of a federally funded national pilot program aimed at easing pressure on public hospital emergency departments.

The AMHC will offer free, on-the-spot advice and support and, if needed, assessment and treatment for people with stress, anxiety and other mental health issues.

HEALTH SUPPORTS THE NEXT GENERATION OF ARTISTS

The annual St John of God Health
Care Performing Arts scholarship
was awarded to Charli Windberg
from Kearnan College and Rhiannon
Roche from La Salle College in
Western Australia.



It is part of an Australian Government funded trial of eight centres in each state and territory in response to an identified need for support for people experiencing distress and whose condition may be too complex for many existing primary care services.

The centre will operate with a drop in and referral model, offering a friendly, low-key environment for people who need support, helping reduce the stigma associated with mental health, and alcohol and other drug issues.

St John of God Health Care has been appointed to lead the co-design of the centre due to our significant clinical experience in acute mental health services and established presence in the Midland area, including the mental health emergency and inpatient services provided by St John of God Midland Public Hospital and

community-based mental health services delivered by Social Outreach.

The service design will be finalised in consultation with mental health providers, clinicians, consumers, general practice, and other stakeholders to ensure it reflects local needs and delivers the best outcomes for the broader Midland community.

It is hoped the centre will be ready to open its doors before the end of 2021.

"St John of God Health Care will be seeking to work in close collaboration with other service providers supporting the Midland community on the design of the adult mental health centre to ensure it meets the full spectrum of community need," St John of God Social Outreach Chief Executive Officer Susan Cantwell said.



"By creating a single point of entry that connects people to the most appropriate support services without requiring a referral or appointment, this centre will remove some of the most significant barriers to accessing appropriate, quality mental health care."

The lead role St John of God Health Care is playing in the co-design of the AMHC supports our mental health strategy, which seeks to expand our services in response to community need and to design services with a strong person-centred philosophy to provide a better experience for mental health consumers.

The scholarship is a partnership between St John of God Health Care, Catholic Arts and Catholic Education Western Australia and aims to support students from WA Catholic Schools to continue their participation in the arts.

This year two \$1,500 scholarships were offered to both a metropolitan and regional Catholic student.

St John of God Health Care Group Coordinator Arts and Health Deborah Pearson said the scholarship aligns with the organisation's Catholic ethos and commitment to supporting arts in the community.

Pictured: The winners of the St John of God Health Care Performing Arts Scholarship Rhiannon Roche and Charli Windberg with St John of God Health Care Group Coordinator Arts and Health Deborah Pearson. "It is important to ensure the next generation of performers are nurtured, Deborah said.

"The arts are a fundamental part of the provision of holistic health care.

"Our patients and clients benefit from actively participating in our arts and health programs, as they are proven to support mental and physical wellbeing and recovery.

"With hospitals spread across metropolitan and regional areas of Australia, we are proud to be able to give back the communities that we work in through this scholarship."

Cello player Charli Windberg is based in Manjimup and was nominated by Kearnan Catholic College Performing Arts Coordinator Amy Sarr.

"Charli is a student who is passionate about all that she does," Amy said.

"Her love of the cello and her receptiveness with her music tutor

continue to produce very pleasing progress and beautiful performance pieces.

"Being from a rural area, Charli does not have the same opportunities as her city counterparts, but with the support from her family, her music tutor, and now this scholarship, it is hoped that she will continue to develop in an area that she loves."

Perth's La Salle College Year 11 student, Rhiannon Roche is a flute musician and will use the scholarship to continue her studies.

"I've been involved in performing arts for the past 10 years and this scholarship will help me to continue my study of music and help me pursue something I am passionate about," Rhiannon said.

"The scholarship will support my music lessons next year and the purchase of a new flute."

Goals of patient care

At St John of God Health Care, we respect and honour the dignity of each person we serve, and our commitment remains to care for all patients who require our service in line with our Mission and the values that underpin our organisation.

Part of this service is the development of goals of care and the most important person at the centre of this is the patient.

Project Manager - Palliative Care Lou Angus said the goals of patient care informs advance care directives, or plans, and helps us consider how we can work together with our patients to ensure we hear what is important to them.

"During an admission to hospital, goals of patient care discussions are held and decisions made in light of current health and individual care needs," Lou said.

"Preferences regarding future care are discussed, always in line with the patient's personal values and wishes.

"What is critical in these discussions is to remove the fear, and to focus on what we are here to do – to look after our patient."

During a conversation around goals of care, the patient will probably be at his or her most vulnerable, so it is important to host a conversation that centres on what they want and value in life, rather than focusing only on a series of medical procedures and treatments which are often unfamiliar to patients.

"We can do this by asking our patients about their readiness to accept assistance with their daily physical care needs, or their willingness to have a nurse or carer come into their home to help them, or whether compromising these things would make life unbearable."

Following a discussion, a treatment plan should be decided together, and incorporate physical, psychological, social and spiritual aspects of health. "It is important that patients understand what the health system can offer them, and know that their wishes and goals have been represented and that people have heard them.

"They also need to know that we will try and deliver that as best we can."

Following a discussion, a treatment plan should be decided together, and incorporate physical, psychological, social and spiritual aspects of health.

Finding specialists made easier

Finding the right specialist for your needs is now much easier, thanks to St John of God Health Care's recently upgraded Find a Specialist website search.

Designed in consultation with patients, GPs and specialist doctors, the new search enables anyone to go online to search for specialists who work at St John of God Health Care hospitals, and to search by more specific sub-specialty terms, for example orthopaedic surgeons who specialise in knee replacements or urologists that use robotic assisted surgical techniques.





With thousands of accredited specialists working at our hospitals across Australia, developing a single platform to showcase them will ensure that specialist profiles are easier to find and contain relevant information that patients and GPs need.

Enhancements to Find a Specialist include:

- Addition of sub-specialty and special interest information
- Inclusion of additional consulting locations
- Option to search by consulting locations close to me
- Addition of telehealth, paediatric consultation and no-gap provider information
- Inclusion of EDI (Electronic Data Interchange) IDs to help GPs make secure referrals
- Enhanced filtering capabilities in search
- Improved design
- Search engine optimisation (SEO).

Senior Marketing Manager Colin Wood said:

"We wanted to make finding the right specialist for a patient's needs easier. Whether it is the patient themselves, a family member or a referring GP, the more comprehensive information they have on specialist doctors, the more empowered they are on their health care journey.

"Improving Find a Specialist aligns closely to our strategic objective of excellence in patient experience as most people use the internet to find key information relating to the treatment they may need.

"More than 1,400 VMOs across all of our hospitals were consulted to update their profiles with more accurate and up to date information."

View the new Find a Specialist site here: www.sjog.org.au/specialists @

Helping our patients to connect

In the wake of COVID-19 restrictions, inpatients across St John of God Health Care now have a new way to stay connected to their caregivers and loved ones.

In 2020, the opportunity to see and contact loved ones was hard to come by. This was exacerbated for people in locked down cities, who were also in hospital with no smartphone device.

There is a clear link between social connectivity and mental wellbeing. So the restrictions to visitors throughout 2020 challenged our teams to explore new ways to keep our patients connected to loved ones while getting the care they need. The digital health solution iPads for patients was successfully rolled out across hospitals at an amplified pace.

"Connecting the patients with their families through technology led to some really special moments."

The project enabled inpatients who do not have access to a smart device, to video chat with their loved ones via WebEx and, if infection control precautions were in place, the iPads could also be used by caregivers for clinical consultations and to communicate with patients.

St John of God Berwick Hospital Acting Allied Health Manager Adri Pretorius said during the COVID-19 lockdown the iPads were a way to connect people.

"We received residents from an aged care home who were distressed, disorientated and away from their families, and due to circumstances had to be isolated," she said.

"Connecting the patients with their families through technology led to some really special moments."

St John of God Geelong Hospital Allied Health Manager Toby Vague said the technology will continue to be used as part of business as usual processes.

"The technology allows the team to provide inpatient telehealth rapid assessments and clinical care for patients in instances where caregivers are not able to attend the patient in person," he said. "This means being able to protect our caregivers and our patients, as well as manage our PPE supplies, while continuing our service provision.

The initiative was rolled out by the Telehealth Project team with pastoral care and allied health caregivers being champions of this valuable initiative at the hospitals.

The iPads for patients is another way that we are connecting our patients with the people they care about most.





Keeping Australians moving

St John of God Health Care has re-launched its highly successful orthopaedics campaign 'Our orthopaedic care will move you' to promote orthopaedics services and surgeons to consumers.

Chief Operating Officer – Hospitals Bryan Pyne said that in order to continue to serve communities across Australia it was important to inform consumers what support is available to them.

"We offer orthopaedic services at our hospitals in Ballarat, Bendigo, Berwick, Bunbury, Geelong, Geraldton, Hawkesbury, Midland Private, Mt Lawley, Murdoch, Subiaco, Warrnambool and Wembley Day Surgery," he said.



"Our orthopaedic surgeons are among the leading specialists in Australia, and they have experience and expertise in a range of sub-speciality areas."

The 2021 orthopaedics campaign will include advertisements promoted on radio, digital and Spotify. View the campaign page at www.sjog.org.au/orthopaedics



RESTORING MOVEMENT – WHEN TO SEEK HELP

Orthopaedic Foot and Ankle Surgeon Mr Otis Wang says that orthopaedics is a diverse field which is focused on helping to restore a person's movement.

"The field of orthopaedics looks at the musculoskeletal system of the human body. This can be a broad field of medicine that is concerned with how the body moves and includes all the parts that make that possible such as bones, joints, ligaments, tendons, and muscles," Otis said.

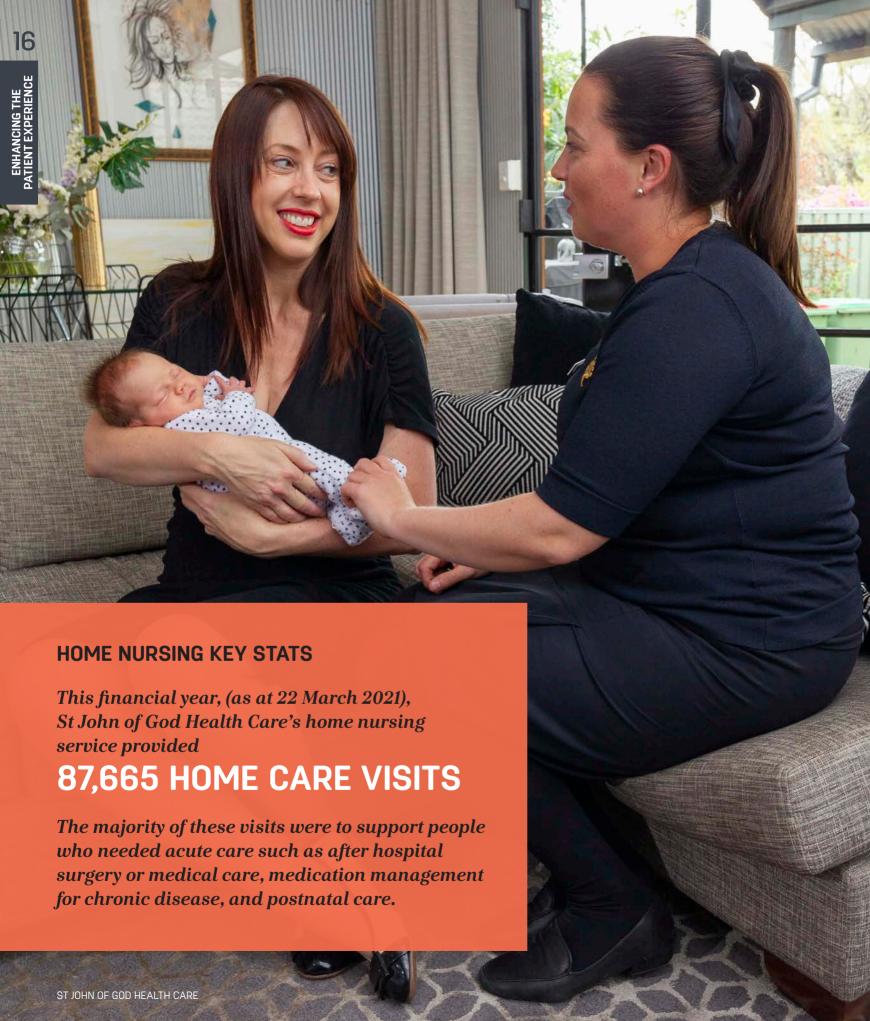
"Often people identify an issue that requires orthopaedic assessment when they experience a restricted range of motion or pain as a result of injury, arthritis to joints, degenerative or wearing out of soft tissues, genetic conditions and mal-alignment, or trauma such as

broken bones or torn tendons or ligaments.

"An orthopaedic surgeon would aim to restore a patient's function and address the condition either through non operative means such as physiotherapy, orthotics and braces, or surgery.

"Orthopaedic surgery as a treatment option is often associated with older people but can equally be required in any age group. It is common in people who play a lot of sports or those who have regularly put physical pressure on the body's joints and soft tissue."

If you are experiencing issues with movement that may require support from an orthopaedic surgeon speak to your General Practitioner (GP).



Growth in home care meets changing community needs

It's been 18 months since St John of God Healthcare at Home, St John of God Health Care's home nursing service, began operating under its new name with a renewed focus on delivering outstanding care to more patients across WA and Victoria.

Chief Executive Officer Ambulatory and Home Services Robyn Sutherland said this period had been a time of significant change that positioned the service for sustainable growth.

"In this past year and a half, we have restructured our workforce, relocated and resized some of our service hubs and expanded both our service profile and footprint – all with the goal of meeting the varied needs of our patients and their families and carers," Robyn said.

"We have invested in a strong clinical team who bring an extra layer of clinical governance to our service by providing support to our caregivers on the road.

"Our nursing clinical specialists provide expertise in wound care, stoma care, continence, maternity, palliative care and oncology and we have a strong emphasis on ongoing caregiver education to ensure caregivers are always up-to-date with current practices."

In this time, the team have opened a new location in Bunbury which offers general care, oncology support services and maternity in South-West Western Australia.

Home oncology and infusion services are also offered to patients in Perth and plans are in motion to roll out to our locations in other states.

These services mean that patients don't need to go to hospital for lengthy medical infusions and can instead receive treatments in the comfort of their own home.

The changed environment due to COVID-19 has shone a light on the advantages of home care and its ability to offer safe, patient-centred care.

"Many of our patients are vulnerable, elderly or isolated, so when COVID-19 first appeared, it became clear that continuing to provide them with care in the home was paramount," Robyn said.

"Having that human connection with our nursing caregivers was just as important as the clinical care they needed

"We also found that more patients chose to have their care delivered in the safety of home, to protect themselves from the virus as well as be more comfortable." St John of God Healthcare at Home services are provided in WA in Perth and Bunbury, and in Victoria in Ballarat, Bendigo, Berwick (south-east Melbourne) and Geelong.

You can find out more about St John of God Healthcare at Home on our website www.sjog.org.au/ healthcareathome

"Many of our patients are vulnerable, elderly or isolated, so when COVID-19 first appeared, it became clear that continuing to provide them with care in the home was paramount,"



Pictured: St John of God Murdoch Hospital's new radiation oncology facility

Hospital redevelopments underway

Five St John of God Health Care hospitals across three states are currently planning major redevelopments to provide increased service capacity within modern facilities.

Our Subiaco, Murdoch, Ballarat, Richmond and Langmore facilities are at various stages of being upgraded.

Chief Operating Officer Hospitals Bryan Pyne said the time was right to undertake redevelopments of these hospitals to meet the needs of the communities we serve.

"Our hospital facilities need to be the best they can be to support our clinicians in delivering world-class care" he said.

"A theme across all redevelopments is the dedication to consumer engagement and feedback. This will be the key to ensure that the buildings are fit for purpose and that

we continue to put our patients at the centre of our care.

"We know that there is a need for more mental health support in our communities and we will draw upon our organisation's strong tradition of delivering essential mental health service care as we move forward with plans to upgrade facilities on multiple sites."

WESTERN AUSTRALIA

In Western Australia, St John of God Subiaco Hospital has progressed plans for a major redevelopment and expansion, including the addition of an Emergency Department and dedicated Mother and Baby Centre.

Operating theatres will increase from 23 to 26, and 44 new beds will be added. Specialist medical suites and a research and education centre are also planned in the staged expansion project.

Existing wards are planned to have significant upgrades to provide refreshed patient areas and larger single rooms. An additional 220 new car bays will also be provided to accommodate growing patient and visitor numbers.

Also in Western Australia, construction is underway at St John of God Murdoch Hospital to expand essential oncology services, planning for the development



Pictured, clockwise from top left: Artist impressions of the redevelopment at St John of God Richmond Hospital, Stage one of the redevelopment at St John of God Ballarat Hospital, the new mental health facility at at St John of God Murdoch Hospital and the site plan at St John of God Subiaco Hospital.

of a new 48-bed standalone mental health facility is also underway, and the fit out to create 30 new beds and two new theatres that were originally created as shell areas is well advanced.

Once construction is completed, St John of God Murdoch Hospital's new private radiation oncology facility will be the first in Perth's southern metropolitan area and will have the capacity to treat up to 1,000 patients with cancer a year. The facility will be fully integrated into the hospital.

The development is the result of a partnership between Centuria Healthcare, St John of God Murdoch Hospital, and GenesisCare; Australia's leading provider of radiation therapy services.

The hospital's planned mental health facility is being designed to support young people and adults with mild to moderate mental health disorders.

NEW SOUTH WALES

Dedicated mental health hospital, St John of God Richmond Hospital, is undergoing community consultation to significantly redevelop the North Richmond site.

The design will increase capacity from 88 shared beds to 112 single rooms, with comprehensive treatment facilities such as a wellness centre to support holistic person-centred care. Accommodation pavilions will be separate from treatment spaces to allow patients to heal and recover, and existing buildings such as the administration facilities will be refurbished. Importantly, the historically significant Belmont House will be restored in the new campus design.

VICTORIA

Design development has commenced for an expansion of St John of God Ballarat Hospital. The project includes the construction of a new building adjacent to the current medical services building that will allow for internal reconfiguration of existing clinical areas and provide an additional 30 new inpatient beds and two new operating theatres.

A new intensive care unit will also be constructed which will increase the capacity of this essential service at Ballarat hospital by three beds.

Also in Victoria, the repurposing of the Langmore Centre (the former St John of God Berwick Hospital) into a mental health facility is continuing with the project currently tendering for a construction contractor and the overall program completion forecast for May 2022.

TWO DECADES OF HELPING PEOPLE OVERCOME DRUG AND ALCOHOL ADDICTION

March 2021 marked the 20th anniversary of the St John of God Drug and Alcohol Withdrawal Network (DAWN).

In 2001, the Sisters of St John of God identified a need in the Perth community for a service that supported people with drug and alcohol addictions who wanted to cease or reduce their substance use to do so safely, without having to attend an inpatient withdrawal program.

DAWN Manager Ann Annetts explained that for many people with children, work and other commitments, having to leave their homes for an extended period of time could be a barrier to accessing substance withdrawal support.

"The Sisters saw an area of unmet need within our community and an opportunity to support people who were vulnerable and very often, marginalised," Ann said.

"They travelled to Victoria to look at a service that's similar to DAWN and made the decision to pilot a program inspired by that service back here in Perth."

The concept was to provide a team of clinical nurse specialists who would work closely with a person's GP to support them to withdraw or reduce their substance use safely within their own home.

Originally called Release, the service was piloted in Perth's northern suburbs from March to December of 2001.

In 2002 its name was changed to the Drug and Alcohol Withdrawal Network (or DAWN for short) and by 2007, it was servicing clients right across the Perth metropolitan area.

The team at DAWN are committed to ensuring everyone who is put in touch with the service is connected with the right support

Today, DAWN is fully funded by the WA Mental Health Commission and provides services free of charge to clients of all ages, from all walks of life, who have problematic relationships with a range of different substances.

DAWN accepts self-referrals as well as GP referrals and supports GPs with a range of resources, including prescribing guidelines, and access to a triage nurse who can answer urgent enquiries.

The team at DAWN are committed to ensuring everyone who is put in touch with the service is connected with the right support, even if they are not an appropriate candidate for a safe, successful home-based withdrawal

More tech available in South West WA

St John of God Bunbury
Hospital can now boast a
range of new technology
to support specialists to
better treat cancer, cardiac
and orthopaedic patients in
the South West of Western
Australia.

In July 2020 the hospital purchased a state-of-the-art 3D/4D transoesophageal echocardiography probe and a 4D ultrasound machine enabling doctors to see the inner mechanisms of the heart and blood flow in real time.

Later in the year the hospital became the first in WA to introduce and use Magseed technology to improve breast cancer treatment and then the first regional hospital in WA to use transperineal biopsy for the identification and diagnosis of prostate cancer.

All three technologies were funded or partially funded through the philanthropic support and generosity of St John of God Foundation donors.

The investment in technological improvement has continued more recently with the addition of a surgical robot to support orthopaedic surgeons and provide increased surgical accuracy and better patient recovery.

"It is important that we stay abreast of new technologies, and we are fortunate that our doctors and clinical teams are challenging the status quo within their specialist fields."



Pictured: Mr Marcus Ong, Vicki Vanda and Jeffrey Williams with Sentimag.

St John of God Bunbury Chief Executive Officer Jeffrey Williams said that the hospital was seeing an influx in the introduction of new technologies thanks to engaged doctors and funding from both St John of God Foundation donors and St John of God Health Care.

"These developments allow our team of specialist doctors, nurses and a multidisciplinary team to continue to provide a high quality service to locals in the South West of Western Australia," he said.

"It is important that we stay abreast of new technologies, and we are fortunate that our doctors and clinical teams are challenging the status quo within their specialist fields.

"Our focus is always on what is best for our patients so they can rest assured that they are receiving the best treatment for their condition without having to travel to the city."

The 145-bed St John of God Bunbury Hospital is co-located with the Bunbury Regional Hospital and cares for private patients across the South West of Western Australia.

MORE INFORMATION ABOUT THE NEW TECHNOLOGIES

3D/4D transoesophageal echocardiography probe and a 4D ultrasound machine

Allows surgeons to visualise the shape of heart valves before surgery, so that they can plan to repair or replace ahead of time. It also helps to prepare patients and their families for the surgery by being able to provide more detail about their condition, surgical treatment and recovery.

Magseed

A tiny 5mm magnetic device that is used to help surgeons locate impalpable breast cancers by inserting it into the tissue prior to surgery and marking where the cancerous tumour lies. Previously, a wire was used to mark the tumour leaving it protruding from the skin so the Magseed makes for a better patient experience as well as increased surgical accuracy.

Transperineal biopsy

New biopsy technique that can access areas of the prostate that a standard prostate biopsy finds harder to reach. Patients can receive a more accurate diagnosis and the technique reduces the risk of biopsy related infection, which can assist with recovery rates.

Orthopaedic surgical assist robot

The robotic systems are used to both plan and perform knee replacement surgery which can enhance accuracy and efficiency. A more accurate procedure can improve the patient experience and outcome by decreasing the recovery rate leading to decreased length of hospital stay and a quicker return to normal activities of daily living. While they do not operate independently they are an important tool to assist surgeons.

Allied health on the agenda

St John of God Health Care is playing a pivotal role in driving advocacy and improving health outcomes for patients across the country thanks in part to Group Allied Health Manager Rachel Resuggan's new position as Chair of Catholic Health Australia's Allied Health Committee.

CHA's Allied Health Committee has drawn members from every hospital in its network providing it with a rare opportunity to drive debate and policy across both the private and public hospital sectors.

Priority areas include building an understanding of innovative models of care that extend services into the home and community and ensuring the expansion of telehealth is highquality and sustainable as it lasts well beyond the pandemic.

Rachel said it was an important step forward for allied health professionals who make up about a-quarter of the overall health workforce.

"Allied health represents an incredibly broad and important range of disciplines and they work across varied settings including in homes, within the

community and in hospitals," Rachel said.

"It is this broad exposure across sectors that allows specialists to note gaps and opportunities where we can begin to address the challenges of our current siloed systems and work towards a more integrated and holistic delivery of care.

"Our aim is to be able to deliver the best care to Australians across the country, at the right time and in the right place in the most appropriate setting for their needs"

The Allied Health Committee has set out its key 2021 priorities which include supporting and expanding helping to build and deliver

telehealth service delivery, and more innovative models of care.

"Our aim is to be able to deliver the best care to Australians across the country, at the right time and in the right place in the most appropriate setting for their needs."

Pictured: Rachel Resuggan.



The COVID-19 pandemic provided the inspiration to develop a digital resource that would encourage parents to sing to their baby to improve mood and develop essential bonding moments, particularly while group mum and baby singing sessions were unable to run.

The Singing with your Baby songbook was created by singer and singing educator Gemma Turner, who runs the Singing with your Baby Program at St John of God Burwood Hospital's Mother and Baby Unit and it is now available to parents at all hospitals.

"We conducted some research into the benefits of singing and found positive and significant improvements on mothers' mood," Gemma said.

"Mothers reported they felt more relaxed, cheerful and clear-headed after singing with their baby."

The project was extended to include all parents who use our maternity and perinatal and infant mental health services when Gemma collaborated with St John of God Health Care Group Arts and Health Coordinator, Deborah Pearson.

"Importantly the book contains songs in languages other than English to reflect the cultural diversity of our clients and communities," Deborah said.

A generous donation from St John of God Health Care Group Director, Legal, Risk and Compliance, Larissa Johnstone and the St John of God Foundation provided the funds to provide printed copies of the songbook as a gift to parents who attend St John of God Raphael Services or St John of God Horizon House Young Mother and Baby Program. In 2019, Larissa donated the funds her family raised through their annual spectacular Christmas lights display to Raphael Services.

St John of God Social Outreach Chief Executive Officer Sue Cantwell said publishing the book and offering free copies to parents attending Raphael Services and the House Horizon Young Mother and Baby Program would support them to connect with their babies in an easy and practical way.

"Mothers reported they felt more relaxed, cheerful and clear-headed after singing with their baby."

"The purpose of our services is to support a strong parent-child attachment in those crucial early years so I am delighted that we are able to gift so many parents with a copy of this book which encourages them to connect with their children through singing."

Singing with your Baby can be ordered from St John of God Health Care's printing supplier, Print Media Group (PMG) who have the artwork available via their online ordering system.

The song book and music can also be accessed online at https://www.sjog.org.au/patients-and-visitors/singing-with-your-baby (**)





Pictured: Nursing caregivers cross the floods to reach St John of God Richmond Hospital.

Resilience on display for our communities

Caregivers across St John of God Health Care have displayed their strength and resilience this year when faced with challenging events while still managing the ongoing COVID-19 pandemic.

Our hospitals and services have faced the biggest health crisis of our generation and internally we have bolstered our efforts to support our patients and keep them safe. Externally, the communities we operate in have also faced a cyclone, fire and floods and the response from caregivers continues to be remarkable.

Most recently, Tropical Cyclone Seroja moved through Western Australia's Midwest coast where our Geraldton hospital is located. While the hospital sustained no structural damage, it ran off a back-up generator during power outages. Caregivers stayed on site to support patients as the cyclone moved through and the hospital has worked with the WA Health

Department to support the health care needs of the region.

In March, our hospitals in Hawkesbury and Richmond experienced one-in-50-year severe flood conditions that flooded homes, blocked access for deliveries and separated caregivers from their places of work.

As the floods continued, an SES mission allowed medicine, food and some brave caregivers to reach St John of God Richmond Hospital in flood boats.

Earlier in the year, fires in Perth's east saw more than 120 St John of God Midland Public and Private Hospitals caregivers evacuated from their homes or stay to defend their properties while Perth was undergoing a five-day COVID-19 lockdown and consequential extra pressure on the COVID-19 clinic and hospitals.

St John of God Health Care Group Chief Executive Officer Dr Shane Kelly said that our response to the crises has been inspiring, with caregivers keeping patients, clients and each other safe while also reaching out to support their communities.

"It is an incredible feat that despite staffing levels being challenging during these events, our patients were always prioritised and no one's health or medical support was compromised," he said.

"Our caregivers should be commended for maintaining their professional integrity and also displaying compassion for the greater needs in the areas in which we both live and work.

"There have been some wonderful displays of humanity such as caregivers and patients at St John of God Richmond Hospital creating craft supply packs for children who had to evacuate their homes to the nearby evacuation centre.

"I continue to see our values being lived every day in the actions of our caregivers, and particularly in the most challenging of situations".

Cora: one year on

Caregivers across St John of God Health Care recently celebrated the one year anniversary of our intranet, Cora.

The Cora project began in earnest in late 2018 with significant consultation and collaboration undertaken before going live in December 2019.

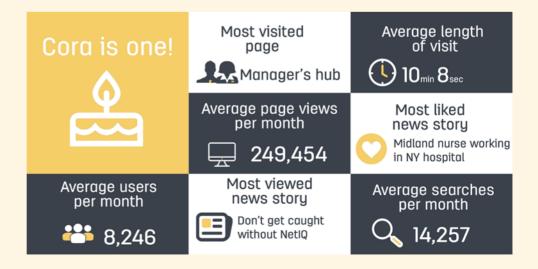
The inception of a new intranet proved to be timely as we would later learn the news of an emerging virus which would come to change the world as we knew it.

Cora gave the organisation a place to instantly share communication and resources across all our hospitals and services, and gave subject matter experts control of uploading, editing and publishing information.

Central to its success is the 'Cora content community', which includes more than 200 authors from across our organisation who ensure caregivers have access to the most up-to-date information, resources and forms, and have helped integrate Cora into 'business as usual'.

The inception of a new intranet proved to be timely as we would later learn the news of an emerging virus which would come to change the world as we knew it.

The past year has allowed us to learn what has worked well and what could be improved, and as Cora heads into its second year the focus will continue to be on site enhancements based on caregiver feedback to ensure it remains a useful and relevant business tool



A year for health and care workers

The World Health Organisation declared 2021 Year of the Health and Care Worker and St John of God Health Care has joined the millions of people around the world in celebrating the various professions that make up our clinical teams.

The designation recognises the dedication and sacrifice of the millions of health and care workers at the forefront of the COVID-19 pandemic.

St John of God Health Care Director of Nursing and Patient Experience Dani Meinema said while COVID-19 had highlighted the importance of health care workers, the contribution to our communities has always been evident.

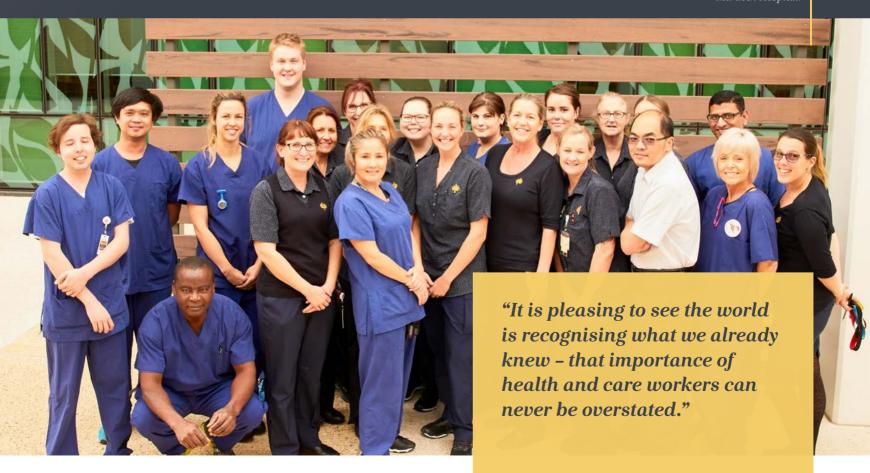
"All our caregivers should feel proud of what they do, particularly in recent times with the additional stress and demands caused by COVID-19," she said.

"Health and care workers play a critical role in boosting health outcomes, not only by treating patients and clients, but also by preventing illness and avoiding complications, and it is wonderful to see a collective vision to support the health and care workforce.

"Our patients' experiences often extend beyond our traditional services and hospital walls. "In the community, our caregivers connect with patients when they have an accident, when they receive a life-changing diagnosis, when they are contemplating how they will cope after surgery or when they are looking for care for their family members.

"It is pleasing to see the world is recognising what we already knew – that importance of health and care workers can never be overstated."

> **Pictured:** Caregivers from St John of God <u>Mu</u>rdoch Hospital.



The Hon Kerry Sanderson recognised by the Queen

Hon Kerry Sanderson AC CVO, Chair of the Board for St John of God Health Care, has been appointed as a Commander of the Royal Victorian Order by the Queen in recognition for her service.

Kerry is among a small number of esteemed Australians to be awarded the honour, which includes former Governor-Generals of Australia Dame Quentin Bryce and Sir Peter Cosgrove.

The Royal Victorian Order is granted by the Queen in recognition of distinguished personal service to the Royal family.

Kerry said she was honoured to receive the recognition.

"I have been fortunate to experience a variety of roles throughout my career that have exposed me to the wonderful opportunities available in our State, and I have greatly enjoyed being able to contribute to the fabric of the WA community and to represent the Queen as Head of State when I was Governor of Western Australia," she said.

"It is truly rewarding to receive recognition from the Queen for doing what I love."

Kerry was the first female Governor of WA, and was awarded a Companion of the Order of Australia for eminent service to the people of Western Australia through the promotion of international investment, scientific research and export opportunities and through roles with maritime, mining, emergency management and not-for profit organisations.

"It is truly rewarding to receive recognition from the Queen for doing what I love."

She was the Chief Executive Officer Fremantle Ports for 17 years, during which time the organisation was restructured and made profitable after several years of financial losses. She was also the former Agent-General in London, a role in which she not only promoted WA goods and services, but also worked in the UK toward a successful Commonwealth Heads of Government Meeting (CHOGM) in Perth in 2011 and joined in Western Australia's successful bid for the site of the Square Kilometre Array radio telescope, to survey the skies like never before.



Pictured: St John of God Health Care Board Chair Hon Kerry Sanderson AC CVO.

Leaders in safety recognised

St John of God Health Care's top safety champions for 2020 were recently recognised as winners of the Tony Howarth Leadership in Health, Safety and Wellness Awards.

Congratulations to:

- St John of God Berwick Hospital's Central Sterile Services Department
- Alison Walker, St John of God Murdoch Hospital
- St John of God Accord's Leadership
 Team
- Melissa Coventry, St John of God Murdoch Hospital

The Tony Howarth Leadership in Health, Safety and Wellness Awards celebrate and showcase examples of great occupational health and safety leadership across the organisation. St John of God Health Care Group Chief Executive Officer Dr Shane Kelly congratulated each of the award winners, who were presented their awards at a recent Board meeting.

"The improvements made by each award winner and by the winning hospitals are each great demonstrations of how we are keeping the health and safety of our caregivers, patients, residents and clients our number one priority," he said.

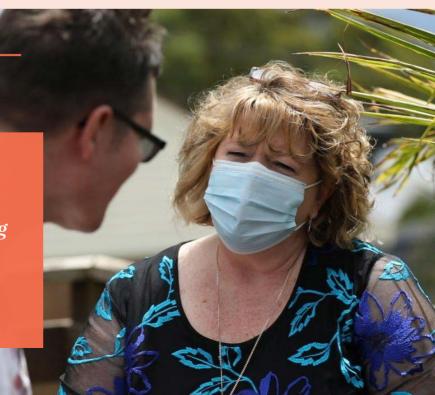
"Creating a safe and healthy environment directly impacts our enduring focus on providing a consistently excellent patient experience. Its importance cannot be overstated."

This year's awards were once again sponsored by HESTA and included quality nominations from across our hospitals and services.

More details about each of the winners include:

Pictured: St John of God Accord's leadership team were winners of a Tony Howarth Leadership in Health, Safety and Wellness Award.

"Creating a safe and healthy environment directly impacts our enduring focus on providing a consistently excellent patient experience. Its importance cannot be overstated."



"The improvements made by each award winner and by the winning hospitals are each great demonstrations of how we are keeping the health and safety of our caregivers, patients, residents and clients our number one priority,"



CATEGORY ONE: A SOLUTION TO AN IDENTIFIED OHS ISSUE

St John of God Berwick Hospital's Central Sterile Services Department team for their commitment to learning AUSLAN over the past twelve months, so they could communicate more effectively with a team member who is deaf. This has had the added benefit of improving communication overall, and in doing so improving safety outcomes, in what is a very noisy, and sometimes segregated, department.

CATEGORY TWO: MOST OUTSTANDING OHS REPRESENTATIVE

Alison Walker, St John of God Murdoch Hospital has been a Health and Safety Representative for 15 years and has never wavered in her commitment to improving the work environment for her fellow caregivers. Given the variety of languages spoken in the kitchen, her focus is usually on improving communication strategies and she recently put this to the test with a changeover in kitchen equipment, ensuring all caregivers understood the messaging.

CATEGORY THREE: BEST EXAMPLE OF SAFETY LEADERSHIP

St John of God Accord's leadership team, when faced with a COVID-19 outbreak, responded swiftly and put plans into action to maintain the safety and wellbeing of clients and caregivers, and their families. In what would have been anxious times, the team galvanised their workforce, provided the support, communication and education required and were able to contain the outbreak.

CATEGORY FOUR: COMMITMENT TO HEALTH AND WELLBEING

Melissa Coventry, St John of God Murdoch Hospital rolled out 'Am I OK? Day' in support of 'RUOK? Day', to encourage caregivers to fill their own bucket, in order to better care for others. A range of activities were rolled out and Melissa encouraged everyone to get involved, and to take care of themselves for the day.

Dr Mark O'Brien appointed to St John of God Health Care Board

St John of God Health Care welcomes internationally renowned Australian health care leader Dr Mark O'Brien to the St John of God Health Care Board.

Dr O'Brien is a co-founder and medical director of the Cognitive Institute, an organisation founded to equip health care leaders and their teams with enhanced non-technical skills, such as communication and leadership, important to the delivery of high quality compassionate health care.

He is an experienced clinician and medical practitioner and has held board and governance positions across a range of health care organisations, public and private, over the past 20 years.

Dr O'Brien is a 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 his services to health care.

He has authored numerous publications on non-technical skills that contribute to safer and better patient outcomes.

Dr O'Brien holds a medical degree from the University of Queensland, and is a Fellow of the Australian College of Rural and Remote Medicine and the Royal Australian College of General Practitioners, and an Associate Fellow of the Australian College of Health Service Management. He is also a Graduate of the Australian Institute of Company Directors and of the Oxford Advanced Leadership and Management Program at Oxford University.



The Hon Neville Owen appointed St John of God Health Care Trustee

The Hon Neville Owen commenced as a Trustee of St John of God Health Care on 1 January 2020.

Neville was a judge of the WA Supreme Court for almost 20 years and at the time of retirement was senior judge of the Court of Appeal, and has excellent credentials and considerable experience in corporate governance including hearing the trial of the Bell group of companies.

He was also the Royal Commissioner reviewing the collapse of the HIH Insurance group.

He has strong credentials in the Catholic community. He was appointed by Pope Francis to the Pontifical Commission for the Protection of Minors in February 2018 to advise on matters affecting the safety of children; served a term as Chancellor of The University of Notre Dame Australia and remains a Trustee and in 2014 he was appointed by the Australian Catholic Bishop's Commission to Chair the Truth, Justice and Healing Council and subsequently appointed to the Implementation Advisory Group.

He is currently the Chair of the Governance Review Project conducting a review of the governance and management of dioceses and parishes of the Church in Australia.



As a Trustee of St John of God Health Care, Neville will contribute to the Trustees roles including appointing the St John of God Health Care Board, and ensuring that the Ministry of the organisation remains faithful to its role within the Catholic Church and is delivered in accordance with the Mission, Vision and Values.



St John of God Health Care Inc ABN 21 930 207 958 ARBN 051 960 911 (Limited Liability) Incorporated in WA