



A welcoming openness to all

ANNUAL REPORT 2011/12



ST JOHN OF GOD
Health Care



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Foreword by the Chairman of Trustees

In the complex and dynamic world of health care, St John of God Health Care strives to retain the flexibility and capacity for change while remaining true to its Catholic identity and rich heritage.

We are guided in our actions and principles by five core Values of Hospitality, Compassion, Respect, Justice and Excellence, which give expression to the tenets of our Christian foundations.

Hospitality is a tangible element of our service provision and care; defined by a welcoming openness to all, to the familiar and the mystery of self, people, ideas, experiences, nature and to God.

A Welcoming Openness to All is the theme of this year's Annual Report.

In practising this significant aspect of hospitality we create a friendly environment, welcome and value our patients, clients and staff, and care for our environment.

We demonstrate compassion and respect for all, irrespective of creed or culture and, through our 'open door', welcome and celebrate society's differences.

St John of God Health Care strives to remove barriers in accessing health care, including social, cultural and geographic factors. This includes our Social Outreach and Advocacy services offered at no, or minimal, cost to people experiencing disadvantage.

A welcoming openness to all extends to accompanying people through good times and bad, sharing their pain and joy and giving them a sense of connectivity and homecoming. The sick, weak and injured need a hospitable space to facilitate healing and a helping hand in progressing on their life's journey.

I invite you to enter through our 'open door' and read about the organisation of which we are immensely proud.

Clive Macknay
Chairman of Trustees

Fast Facts 2011-12

- * **Established in 1895** in Western Australia by the Sisters of St John of God.
- * Merged with the services of the Brothers of St John of God in **2007**.
- * Employ **9704 caregivers** (p62).
- * Australia's **largest Catholic not-for-profit** private hospital group.
- * **Australia's third largest** private hospital operator.
- * Australia's fourth largest **pathology operator**.
- * **13 hospitals comprising 2,042 beds** located in Western Australia, Victoria and New South Wales (p24 to 42).
- * Home nursing services (p44) in Victoria and Western Australia delivered **97,168 episodes of care**.
- * Treated **236,268 overnight and same day patients**, and delivered **9,093 babies**.
- * Delivered **1,971,506 pathology episodes** across Western Australia and Victoria (p43).
- * Revenue of **\$1.02 billion** in 2011/12 (p14).
- * Committed **\$50.9 million**, including partnership funding, to **Social Justice initiatives** (p72-73) reaching out to people experiencing disadvantage.

Year in Review

Financial performance

Revenue exceeded \$1 billion for the first time in 2011/12, an increase of 8.5% on 2010/11, and EBITDA increased by 37.1% to \$104.3 million (p14).

New hospitals

Secured a 23-year contract with the Western Australian Government to build and operate the 307-bed St John of God Midland Public Hospital on the Midland Health Campus, in a public private partnership. Committed to building the 60-bed St John of God Midland Private Hospital, located in the same complex as the public hospital, with both hospitals due to open in late 2015 (p20).

Hospital services

Hospitals increased overnight separations by 2.3% and day patient separations by 7.1%. Procedures increased by 5.9% and births increased by 5.8%, while emergency presentations fell by 9.2% (p16-17).

Grants secured

Group: \$3.3 million from the Commonwealth's Specialist Training Program to fund registrar salaries; **Murdoch:** \$1.3 million grant to implement an Emergency Department Clinical Training and Coordination Enhancement Project, \$2.6 million to construct the Murdoch Training and Education Centre, \$223,736 to purchase simulation equipment for the Centre; **Subiaco:** \$1.01 million to establish a satellite midwifery school onsite; **Burwood:** \$354,125 for perinatal mental health research from the National Health and Medical Research Council and Canadian Institutes of Health Research.

Foundation

Launched a five year, \$5 million Capital Fundraising Campaign for our Bunbury hospital's South-West Coronary Care and Cancer Centre, with \$1 million pledged as at 30 June 2012 (p74).

Awards

Murdoch midwife Kerry Brenzi was named Catholic Health Australia Nurse of the Year and our Berwick hospital received the State Silver Award in the Medibank Private Hospital Experience Survey (p53).

Pathology

Increased activity by 3.9% and opened 11 new collection centres across Western Australia and Victoria (p43).

Home nursing

Our Health Choices division increased episodes of care by 14% and successfully applied to be a Commonwealth Approved Provider of Aged Care services (p44).

Developments and expansions

Murdoch began work on Stage One of its \$200+ million redevelopment; Geelong began work on its \$64.6 million redevelopment; Bunbury neared completion of its \$35.9 million redevelopment; Bendigo completed an \$850,000 expansion (p21).

Accreditation

Ballarat, Bunbury, Geelong, Pinelodge, Bendigo and Murdoch received full accreditation from the Australian Council on Healthcare Standards, with Murdoch receiving an Outstanding Achievement for waste and environmental management and 25 Extensive Achievements, and Bendigo receiving 23 Extensive Achievements (p48).

Equal opportunity

Developed an Indigenous Employment Policy and continued work on our Disability Access and Inclusion Plan (p64).

Press Ganey satisfaction surveys

Ranked the number one private hospital operator in Australia by inpatients and doctors, and achieved top quartile performance in all surveys (inpatient, day patient, emergency department and doctor) compared to other private operators (p49).

Research

Continued to strengthen our research capacity with two new professorial positions at our Murdoch hospital, recruitment of three more clinical trials coordinators, 61 research studies approved, \$1 million funding over three years received from the National Health and Medical Research Council for research into perinatal mental health; and opened an Anaesthesia Research Unit at Subiaco (p54).

Nursing and midwifery education

Enrolled Nurse graduate numbers were up by 22%, Registered Nurse student days increased by 8.5%, and new EN training programs were introduced at Ballarat and Geelong (p58).

Medical education

Employed 52 registrars in a range of specialties and had 573 medical students rotating through our hospitals and pathology (p57).

New services

Opened Horizon House Dianella (Perth), supporting homeless, pregnant young women, and St John of God Selwyn, a new 6-bed supported living community home in Christchurch.

Environment

Rainwater tanks at Warrnambool saved almost a million litres of water and Murdoch reduced water use by 4.6%. An LED lighting trial across the group showed promise with an energy reduction of 37-82% per light bulb unit (p76).

Community

Expended \$50.8 million on social justice initiatives – including partnership funding – and received \$2.3 million in donations and bequests (p73).

Occupational health and safety

Reduced our lost-time injury frequency rate by 20.8% through targeted occupational health and safety activities (p65).

Information technology

Installed wireless technology in each of our hospitals and implemented an electro-foetal monitoring system to enhance obstetric safety (p51).

Year Ahead

Developments and expansions

Begin construction of the Midland Public and Private Hospitals, finalise internal design with input from expert user groups, commence detailed clinical services planning, and continue our community engagement program.

Progress Stage One of the Murdoch redevelopment, including 174 additional beds (including a 120 bed inpatient wing), theatres, medical centre and cancer centre; Geelong will commence construction of its \$64.6 million redevelopment; Bunbury will complete its \$35.9 million redevelopment; and Burwood will finalise plans and tenders for, and commence construction of, its \$15 million redevelopment (p21).

Learning and development

Pilot an eLearning Management System, which will deliver mandatory and essential competency training online (p69).

Nursing and midwifery

Implement the Nursing and Midwifery Standards of Excellence in all divisions. These aim to create and sustain a practice environment enabling nurses and midwives to do their best work, deliver safe and high quality care, and create an enriching experience for patients.

Open a satellite midwifery training centre at Subiaco (p50).

Environment

Replace all lights at our Bendigo hospital with LED equivalents, expected to reduce overall electricity consumption at the hospital by at least 10%. We have committed \$1 million to roll out LED lighting to six more hospitals (p76).

Medical education

Introduce two new training programs for junior medical officers in surgery and medicine at Subiaco; open the Murdoch Training and Education Centre (MURTEC); develop a medical undergraduate and postgraduate clinical education strategy, to continue to attract high quality medical practitioners in the future (p57).

Occupational health and safety

Increase our manual handling training rate from 88.2% to 100% and invest \$1 million in manual handling equipment (p65).

New services

Raphael Centre in Bendigo; Horizon House Frankston, Raphael Centre Murdoch; Raphael Centre satellite service in Hamilton (regional Victoria); a second, 6-bed supported living home for adults with a physical disability at St John of God Selwyn in New Zealand.

Workforce planning

Recruit a Group Director Workforce to oversee workforce planning initiatives throughout the organisation (p65).

Research

Establish a Centre for Nursing and Midwifery Research at Murdoch (p54).

Home nursing

Expand Hospital in the Home nursing services to each of our sites in Victoria and Perth (p44).

Clinical Services Coordinator, Jo Pidcock, from Health Choices (our home nursing division) shares a joke with patient, Sister Marjorie Jean of the Sisters of Mercy.





OUR ORGANISATION



“Our relationship with our community is treasured, and enriched through engaging with our local indigenous community. I have spent many hours ‘yarning’ with Rob and feel privileged to share his thoughts, feelings and experiences.”

John Parkinson, Manager Community Relations, Mental Health, Raphael Centre and Horizon House at our Warrnambool Hospital, pictured with Warrnambool Aboriginal Elder, Robert Lowe Senior. In NAIDOC Week this year, Rob presented the hospital with a hand-carved smoking ceremony stone (pictured) - a sacred symbol in indigenous culture.

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Organisation

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

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

As a not-for-profit group, we return all profits to the communities we serve by updating and expanding our facilities and technology, developing new services and acquiring services, investing in people and providing Social Outreach and Advocacy services to people experiencing disadvantage to improve health and wellbeing.

The religious women and men who founded our organisation inspire us, and our service reflects 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 and continue to focus on a human touch in today's hi-tech world of medicine.



Vision, Mission and Values

Our Vision

To live and proclaim the healing touch of God's love where we invite people to discover the richness and fullness of their lives, give them a reason to hope and a greater sense of their own dignity.

Our Mission

To continue the healing mission of Jesus Christ through the provision of services that promote life to the full by enhancing the physical, intellectual, social and spiritual dimensions of being human.

Our Values

Our Values guide us in delivering our Mission.

Hospitality

A welcoming openness to all; to the familiar and the mystery of self, people, ideas, experiences, nature and to God.

Compassion

Feeling with others in their discomfort or suffering, striving to understand the other's experience with a willingness to reach out in solidarity.

Respect

The attitude which treasures the unique dignity of every person, and recognises the sacredness of all creation.

Justice

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

Excellence

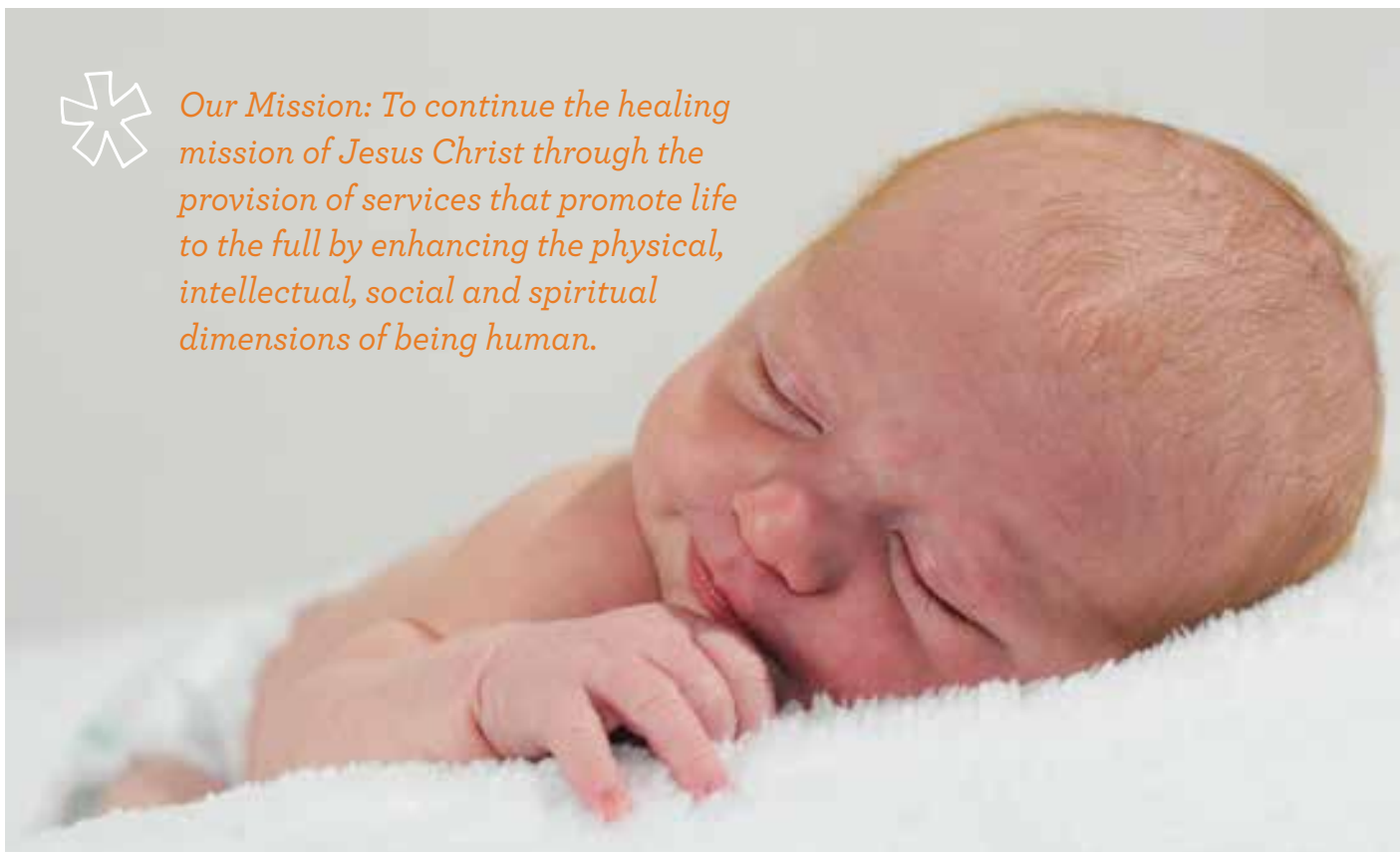
Giving the optimum standard of care and service within the scope of available resources.

Our symbol

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



Our Mission: To continue the healing mission of Jesus Christ through the provision of services that promote life to the full by enhancing the physical, intellectual, social and spiritual dimensions of being human.



Baby Abe, born at St John of God Ballarat Hospital on 24th April 2012

Founding story

Saint John of God devoted his life to alleviating human suffering and comforting the afflicted, sick and dying. He was particularly passionate about combating the great injustices heaped upon people experiencing disadvantage through illness or destitution.

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.

The Brothers of St John of God, or the Hospitaller Order of St John of God, came to Australia from Ireland in 1947 to care for people experiencing disadvantage. They began ministries in New South Wales, Victoria and New Zealand, focusing initially on learning difficulties and intellectual disability, then on psychiatric care and child and family social services.

St John of God Health Care today reflects the wisdom and inspiration of those Sisters and Brothers, as well as many others who have contributed to our organisation, including 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 operated by the Sisters of St John of God. The Sisters remain members of St John of God Australia Ltd together with many of the Dioceses in which we operate, as well as with the Hospitaller Order of St John of God. This collaboration ensures a structure of sound and continuing governance and stewardship.

The non-executive Trustees of St John of God Health Care appoint members of the Board (p90). The Board provides direction and guidance to the Group Chief Executive Officer and through him the Group Management Committee (p92), which oversees performance in our five key result areas.

Key result areas

Our key result areas inform our annual operational plans. Further detail on how our organisation executed the plans for 2011/12 in each key result area follows throughout the Annual Report.

- 1/ Culture (p62)
- 2/ Excellence in care (p48)
- 3/ Excellence in governance and management of resources (p82)
- 4/ Formation, education and leadership (p68)
- 5/ Social justice (p72)

Sustainability

✱ *The long-term sustainability of our operations and the communities in which we operate is critical.*

Good stewardship of our resources ensures that we continue to support the health and wellbeing of our patients, clients and caregivers to the highest degree well into the future. It reflects an understanding that the gifts which we have been entrusted with by past generations – our heritage, our Values, our culture and our resources – should be invested wisely for their continued value and prosperity.

Sustainability is a core component of our Mission and is integrated into all aspects of St John of God Health Care's activities. This includes an increasing focus on clinical research (p54) to help deliver better health outcomes for our patients into the future, as well as continual upgrades to equipment and information technology infrastructure to drive further efficiencies and innovation. Substantial investment in major redevelopments at our hospitals (p21) means we are well-equipped to meet future demand for services and capacity while remaining competitive and viable.

Sustainability is particularly evident across the financial, workforce, education, environmental and community aspects of our organisation:

- **Financial (p14)** – long-term financial strategies and strong financial governance through monthly management reporting, policies on limits of authority and the approval of expenditure, rigorous review and approval of annual budgets, comprehensive management of large capital redevelopments, and regular benchmarking of performance with comparable organisations.
- **Workforce (p60)** – strong attraction and retention strategies, including significant staff benefits; leadership and development programs to nurture and enhance our future leaders; active workforce planning initiatives; and maintaining a healthy and safe environment through our Occupational Health and Safety activities.
- **Education and Training (p57)** – continuing to expand our delivery of medical, nursing and midwifery education and training; and building strong partnerships with professional bodies, universities, TAFEs and other training institutions to help address worldwide healthcare workforce shortages.
- **Environment (p76)** – fostering an environmentally-aware workplace culture; strengthening our management in environmental target areas, such as utilities, waste and fleet management; ensuring appropriate resourcing; and improving measurement, monitoring and evaluation of environmental performance.
- **Community (p70)** – recognising and responding to areas of unmet need through our social justice initiatives in order to address disadvantage and build capacity in people and communities.

The sustainability matrix on the next page is designed to help readers find further information on key areas within our operations where we are proactively engaged in sustainability activities.

Our focus on sustainability ensures our organisation will continue its distinctive care for the benefit of future generations. Pictured: Proud new dad Luke Skehan with baby Tate, born at our Bunbury hospital.



Sustainability Matrix

This is a guide to sections of this Annual Report where references to our sustainable activities can be found.

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Chairman's Report

On behalf of the Board, I thank all caregivers, managers, doctors, Trustees and others involved with our organisation for their tremendous work in ensuring our Values are lived to the full each day of the year.

St John of God Health Care operates in a dynamic environment, requiring us to constantly review and renew our governance, leadership, structures and performance.

This year we undertook a 'pulse check' in many areas of our organisation to ensure we remained faithful to our core Mission. This was prompted by a challenging external environment, with legislative reform and workforce shortages, and significant growth in our organisation.

The result was an increased focus on risk review and management and monitoring of the strategic environment so that we are prepared for external factors that impact our organisation.

Growth and stewardship

The signing of a contract with the Western Australian Government to build and operate two new hospitals in Midland, located to the north east of Perth, allows us to extend our Mission into a new and diverse community.

Increasing our provision of public health care services is in line with desire to provide holistic services to all people, particularly to those experiencing disadvantage.

In anticipation of strong population growth, we have committed significant resources to expanding our capacity and service range at our Murdoch, Geelong, Burwood and Bunbury hospitals. These developments, all of which will be completed by the end of 2014, will add a further 210 overnight patient beds, significant day patient and outpatient facilities, and enable us to treat an extra 40,000 plus patients each year.

With significant services and workforce growth anticipated in the next five years, we have a commensurate responsibility to our caregivers, stakeholders and the communities we serve to ensure the sustainability of our organisation.

The focus for the Group will be on expertly and efficiently implementing our strategies and strengthening our core with a focus on structures, systems and processes.

This year, we began a review of our approach to shared services to ensure we have the most efficient and effective model and are ready for growth.

Progress in strategic initiatives

I am pleased to report progress in two important group-wide five-year strategies. We launched our Occupational Health and Safety (OHS) Strategy (p65) to fulfil our commitment to the safety, health and wellbeing of our caregivers with a view to achieving best practice OHS management and performance within the healthcare sector. The results to date are encouraging – we reduced our lost-time injury frequency rate by 20.8% through targeted OHS activities – and take us closer to achieving an injury-free workplace.

The Environmental Sustainability Strategy (p78) has made significant progress in its endeavour to minimise the environmental impact of our activities while being recognised as a responsible corporate citizen. In its first year of implementation a number of key activities were rolled out including the establishment of environmental committees at each division.

Culture highlights

Another key body of work this year, which promoted social justice and the common good and demonstrates our value of Hospitality and a welcoming openness to all, was in the area of culture.

We developed a Disability Access and Inclusion Plan (p64), and became the first national healthcare organisation to sign the Australian Employment Covenant (p64), which aims to close the gap between indigenous and non-indigenous Australians in employment.

With thanks

I look forward to sharing new challenges and another exciting year ahead with everyone involved with St John of God Health Care as we work toward achieving our Vision to live and proclaim the healing touch of God's love.

I would like to thank our Trustees, Board members, doctors, senior executives and caregivers for all their efforts this year.

I would also like to thank our three departing Board Members – Ivor Davies, Eva Skira and Sr Ann McGlinn – who have dedicated a collective 30 years to St John of God Health Care.



Tony Howarth AO
Chairman



Group CEO's Report

This year has seen a flurry of activity, with strategy implementation, service reviews, building projects, bid submissions and contract negotiations requiring our close attention.

I commend each of our operating divisions and caregivers on their significant contribution to delivering on our strategies for health care and other services which reflect the healing ministry of Jesus Christ and a welcoming openness to all.

Growth and community need

In June, we signed a contract with the Western Australian Government to build and operate the St John of God Midland Public Hospital on the Midland Health Campus (p20). We will also extend our private health care through the co-located St John of God Midland Private Hospital.

This will see us operating four acute metropolitan hospitals in Perth by late 2015, increasing the scale of our operations by 20 per cent.

Our combined developments and redevelopments (p21) currently underway total \$790.5 million: Midland Public (\$360m jointly funded by the Australian and Western Australian Governments), Midland Private (\$70m), Murdoch (\$234m), Geelong (\$75.5m), Bunbury (\$36m funded by the Australian and Western Australian Governments and St John of God Health Care) and Burwood (\$15m).

Performance success

An 8.5 per cent increase in revenue on the previous year, largely due to growth of 8.1% in hospital activity, led to us achieving more than \$1 billion per annum in revenue for the first time.

Our Pathology division (p43), working within a very difficult industry environment, improved its performance by growing revenue and reducing costs while also investing in people and technology, with activity increasing 3.9 per cent this year.

Health Choices, our home nursing division, reported significant growth in its third full year of operation, with episodes of care increasing by 14 per cent, and continued growth on the horizon, particularly in Western Australia.

We achieved top quartile results in three out of four independent Press Ganey Satisfaction Surveys (inpatient, day patient and doctor, compared to the private sector) and a 99th percentile ranking in inpatient and doctor satisfaction surveys made us the highest ranked private healthcare provider in Australia.

The strategic environment

We are increasingly involved in public health care, prompted by the Commonwealth health reform agenda and State-based initiatives that offer access to partnership funding. This is in addition to the \$80 million of government funded contracts we currently manage.

The Midland Public Private Partnership will diversify our service portfolio, which will contribute to the Group's stability and sustainability, and fulfillment of our Mission.

Although concerned as to the potential impact of means testing of the private health insurance rebate in future years, we are delighted to have seen ongoing increases in the insured population through the year.

Working closely with Health Workforce Australia, we have made medical and nursing workforce recruitment a priority.

Reflective of the challenges facing regional hospitals, our Warrnambool hospital closed its obstetric service in February 2012 following an extensive but unsuccessful search for obstetricians. We are apprehensive about the potential impact of any Government price cut for pathology, especially as our service focus is at the low volume, high quality, high cost inpatient pathology end of the spectrum.

Community connection

Our community perception survey showed that we are held in high regard by the communities we serve. Survey results will inform our future plans for community engagement (p72).

Our Social Outreach and Advocacy services (p45) launched several perinatal mental health and youth services and its East Timor nursing program was commended following an external review.

A major capital fundraising campaign for Bunbury's new Comprehensive Cancer Centre and Coronary Care Unit began with a target to raise \$5 million.

Year ahead

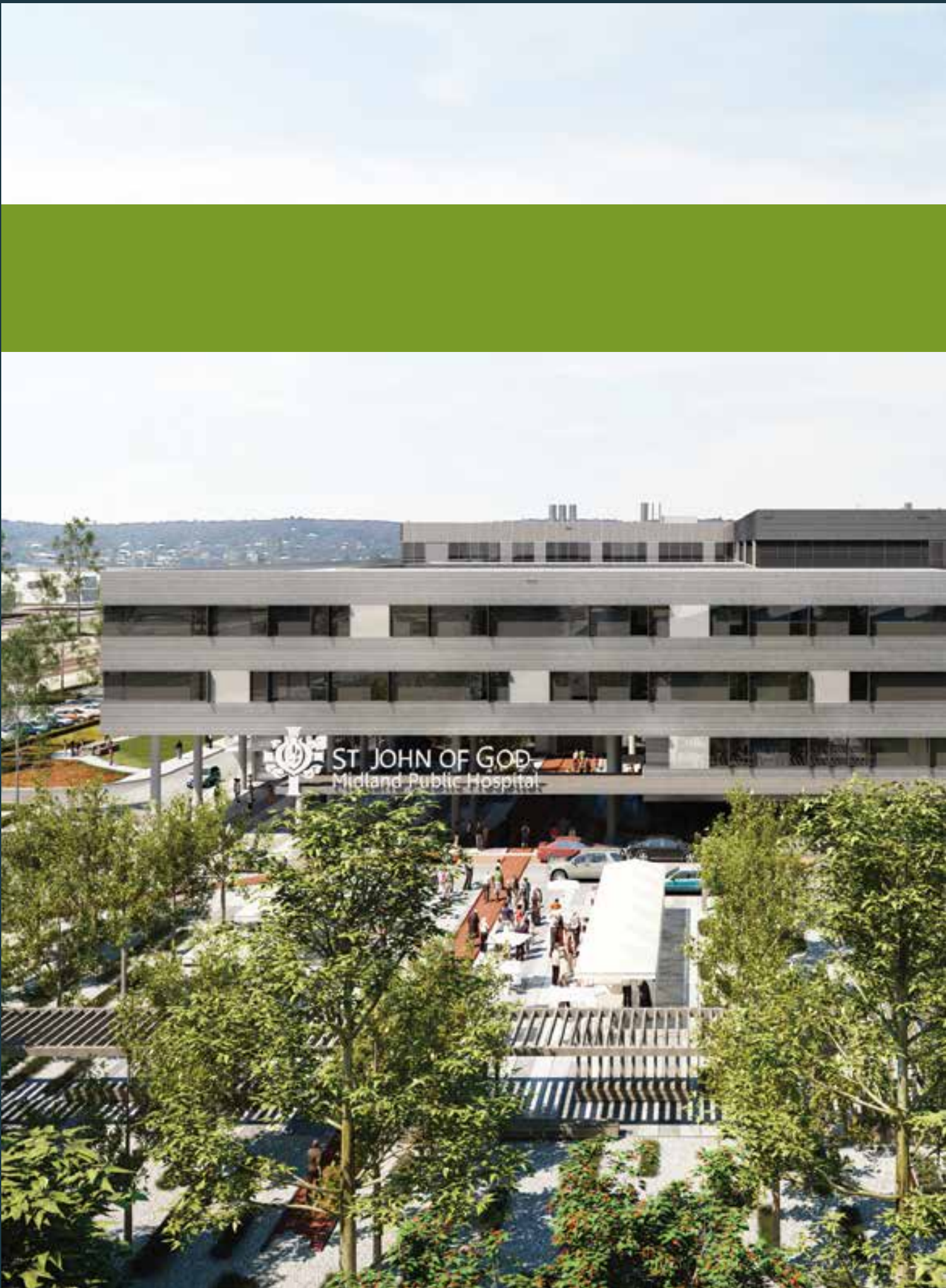
I anticipate another busy and satisfying year ahead as we lay the foundations for the Midland hospitals, progress our various strategies, progress our redevelopments and increase our workforce.

I thank our caregivers, doctors, Board, Trustees and our many partners for their hard work during one of the busiest of my ten years as Group Chief Executive Officer of this wonderful organisation.



Dr Michael Stanford
Group Chief Executive Officer







STEWARDSHIP & STRATEGY

“The Midland contract is a major milestone for St John of God Health Care which enables us to become a significant provider of public health care in Western Australia and serve the eastern suburbs of Perth for decades to come.”

*Group Chief Executive Officer,
Dr Michael Stanford.*

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Finance overview

Consolidated statement of comprehensive income

For the year ended 30 June 2012	FY 2011/12 \$M	FY 2010/11 \$M
Revenue		
Hospital income from ordinary activities	863.7	793.3
Pathology income from ordinary activities	116.0	110.2
Other income	42.8	39.3
Total revenue for the period	1,022.5	942.8
Expenses		
Employment costs	527.8	497.2
Medical consumables and supply expenses	254.6	240.0
Other expenses from ordinary activities	135.8	129.5
Total expenses for the period	918.2	866.7
EBITDA	104.3	76.1
Interest, depreciation and amortisation	55.6	49.2
Net surplus for the period	48.7	26.9

Consolidated statement of financial position

As at 30 June 2012	FY 2011/12 \$M	FY 2010/11 \$M
Current assets	148.3	136.9
Non-current assets		
Property, plant & equipment	582.2	557.6
Other	50.2	52.5
Total assets	780.7	747.0
Current liabilities		
Borrowings*	0.0	102.0
Other	198.0	183.9
Non-current liabilities		
Borrowings	80.0	0.0
Other	50.5	50.1
Total liabilities	328.5	336.0
Net assets	452.2	411.0
Equity	452.2	411.0

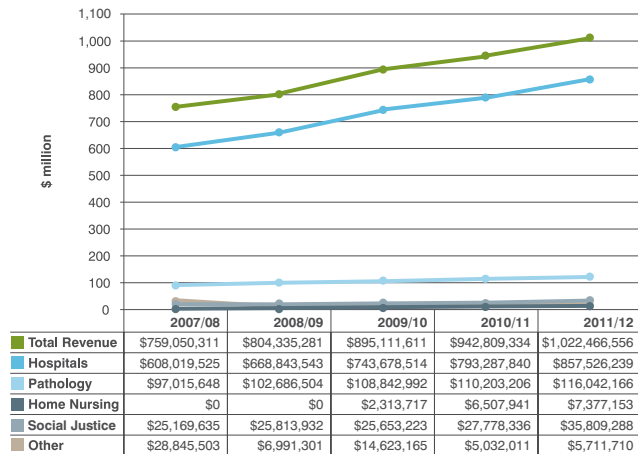
Consolidated cashflow statement

For the year ended 30 June 2012	FY 2011/12 \$M	FY 2010/11 \$M
Net cash inflows from operating activities	112.1	92.5
Net cash outflows from investing activities	(66.9)	(57.1)
Net cash flow (used in) / from financing activities	(29.9)	(40.0)
Net increase / (decrease) in cash and cash equivalents	15.3	(4.6)
Cash and cash equivalents at the beginning of the year	18.1	22.7
Cash and cash equivalents at the end of the year	33.4	18.1

* The increase in current liabilities in FY 2010/11 was primarily due to St John of God's debt facility being classified as a current liability as it expired on 31 Jan 2012.

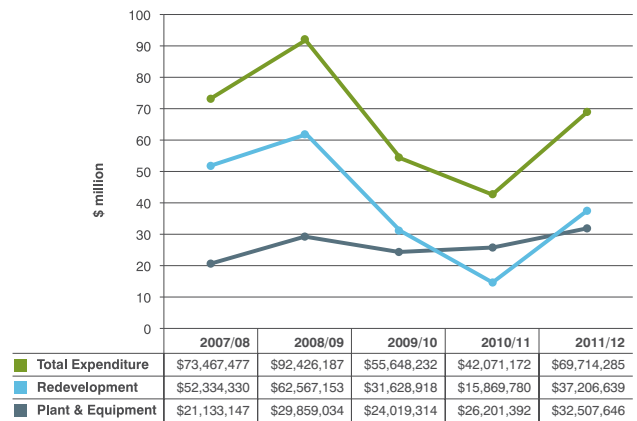
Stewardship

Revenue



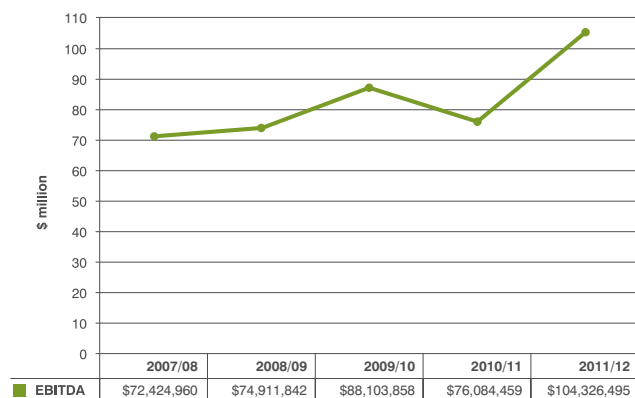
Revenue exceeded \$1B for the first time in 2011/12, an 8.5% increase on the previous year, with growth in hospital and pathology revenue of 8% and 5% respectively. Our home nursing, Health Choices, increased revenue by 13%. Over the last five years, we have averaged revenue growth of 8% per annum.

Capital Expenditure



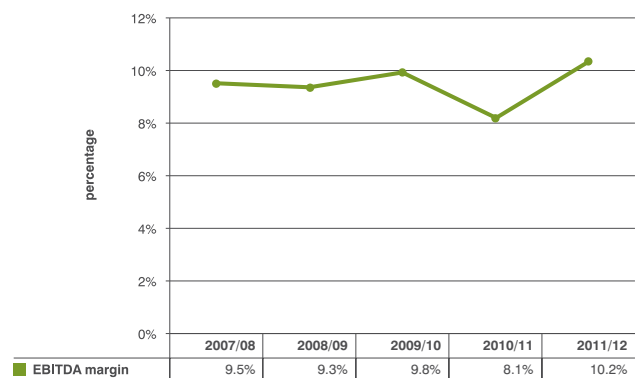
A total of \$199M has been spent on developments and expansions over the past five years. The upswing in 11/12 versus the prior year indicates the beginning of our various major, new building projects.

Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)



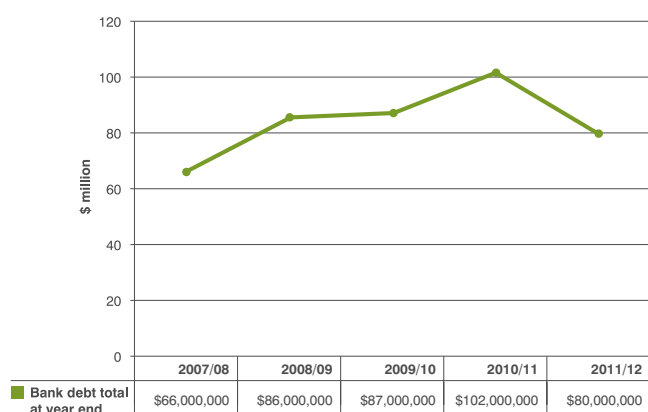
Whilst \$11.4M of the \$28.2M improvement in EBITDA resulted from improved operating margins, approximately \$16.8M of the improvement resulted from capital grants, primarily Government funding of the Bunbury development.

Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) Margin



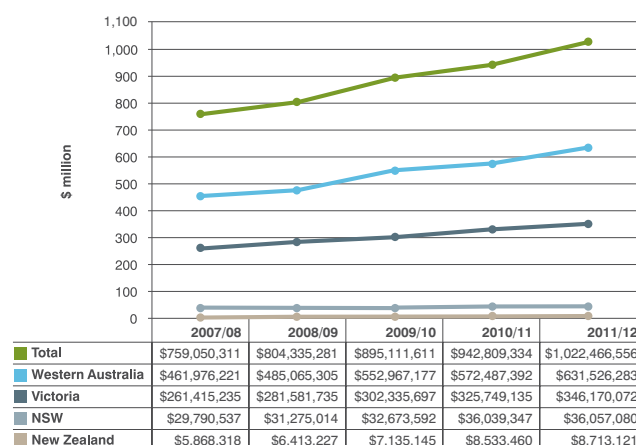
Our EBITDA margin of 10.2% compared favourably to the previous year's 8.1% and an average of 9% over the last five years. Excluding capital grants, our EBITDA margin was 8.5%.

Bank Debt



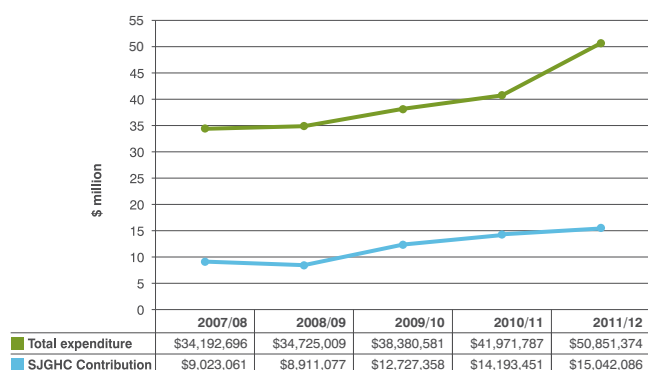
We fund our operations from internally generated cash flow and bank borrowings. Due to improved margins and good cash flow management, interest bearing bank debt at June 2012 was \$80M, down \$22M from the previous year.

Operating Revenue - Geographic Analysis



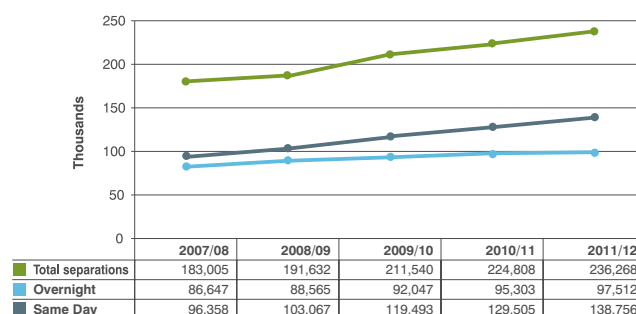
WA remains our major area of activity, increasing its proportion of revenue from 60.7% to 61.8% during the year. This proportion will substantially increase over the next 3 years due particularly to our Midland, Murdoch and Bunbury developments coming on stream.

Social Justice Expenditure



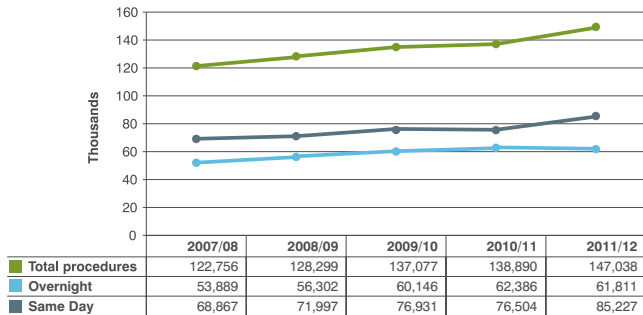
The \$50.8M expended on Social Justice initiatives in 2011/12 includes \$7.2M from two New Zealand services for the first time. SJGHC's contribution is consistent with our strategy of committing a minimum of 2% of our own funds to Social Justice programs each year.

Separations



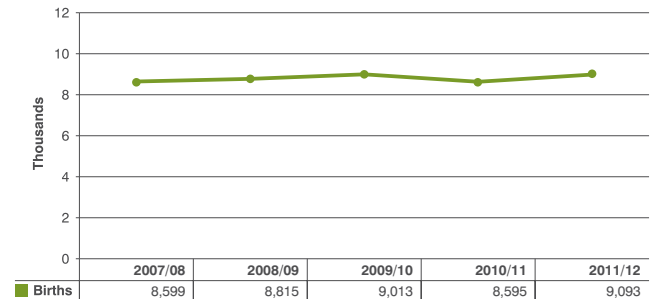
Overnight and same day admissions grew 2.3% and 7.1% respectively. Hospital separations (admissions) have increased 44% since 2007/08. This increase reflects our growth through expansion of our existing hospitals and improved productivity through better length of stay management.

Procedures



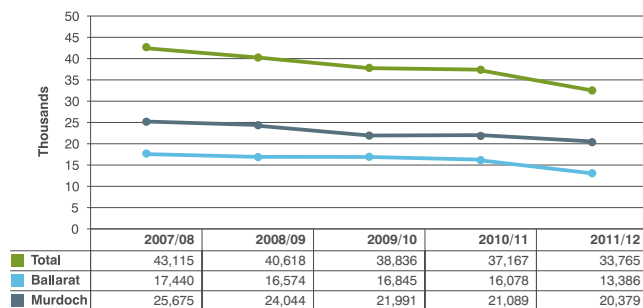
We experienced a 5.9% increase in the number of procedures in 2011/12. In the last five years since 2007/08, the number of procedures performed in our hospitals has grown by 30%, which reflects the increased theatre and day procedure unit capacity created through increased efficiencies and our hospital redevelopments.

Obstetric Deliveries



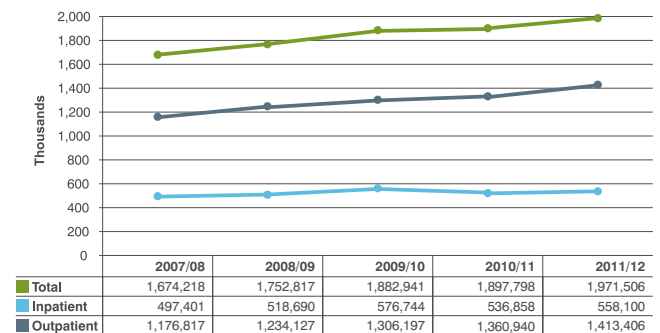
The number of births in 2011/12 increased by 5.8% from 2010/11 an improvement on the average increase over the past five years of 2.3%. Births increased in Victoria by 7% and Western Australia by 5%.

Emergency Presentations



Both our emergency departments showed a decrease in presentations in 2011/12 due to a focus on higher triage acuity patients, with Ballarat decreasing by 17% and Murdoch by 3.4%. Whilst total presentations are down, overnight admissions from ED presentations increased from 10% in 2010/11 to 11% in 2011/12.

Pathology Episodes



Pathology activity grew by 3.9% on last year's episodes, reflecting an increase in outpatient and inpatient episodes of 3.9% and 4% respectively. There has been an overall 18% increase in the number of episodes since 2007/08, reflecting the increased capacity of our hospitals, outpatient demand and demand from public hospital contracts in Victoria.

Strategic update

This section summarises progress in our key result areas (p7) against the 2011/12 Group Operational Plan and highlights our focus for 2012/13. Outcomes generally affect multiple divisions or a significant component of our operations. The plan was developed with input from divisions, and the actions required group-wide effort. Progress has been recorded using the following symbols:

✓ Achieved → Good progress made ♦ Not achieved or delayed

Culture

Actions	Progress	2012/13 focus
Develop and implement a group-wide internal Occupational Health & Safety (OHS) engagement plan (p65).	✓ Organisation-wide launch and rollout with extensive communication campaign.	- Continue to implement Occupational Health and Safety Strategy. - Implement Community Relations Framework. - Increase cultural diversity within SJGHC. - Complete Reconciliation Action Plan and commence actions.
Implement targeted OHS training for relevant caregivers.	→ Training continued and online training was introduced.	
Develop OHS cross-auditing system and manual handling guidelines (p67).	✓ First rounds of audits completed and manual handling training commenced.	
Develop approach to evaluation of community engagement, including gathering baseline data.	✓ Survey results incorporated in plans.	
Improve disability access and inclusion through attitude and awareness surveys, facilities audits, and information and recruitment processes reviews.	✓ Project Officer appointed to progress the Disability Access and Inclusion Plan (p64).	
Adjust disability access and inclusion planning and consultation processes to ensure people with disabilities are consulted.	→ Project Officer appointed to progress the Plan.	
Finalise development of Reconciliation Action Plan (p64).	→ Draft plan presented to Group Management Committee.	
Implement Reconciliation Action Plan.	♦ Implementation rolled over to 2012/13.	

Excellence in care

Actions	Progress	2012/13 focus
Pilot and evaluate SJGHC Nursing and Midwifery Standards of Excellence in selected divisions (p50).	✓ Pilot completed in four trial sites.	- Implement Nursing and Midwifery Standards of Excellence (p50). - Prepare for full implementation of ACSQH National Standards (p48). - Implement doctor recruitment model. - Introduce Model for Remote Clinical Consultations.
Develop a quality improvement plan for Pastoral Services, moving towards best practice.	→ All identified quality improvement actions implemented.	
Finalise and implement doctor recruitment model for VIC and NSW hospitals.	♦ Project Officer resource identified to progress the model.	
Implement nursing skill mix strategy via a review and update of current plans, identification and development of learning tools/ education packages and action plans.	✓ Review and tool kits/ education packages completed.	

Excellence in governance and management of resources

Actions	Progress	2012/13 Focus
Finalise agreed Project Advantage Phase 1 initiatives, confirm 'bankable' savings through better contracting and develop Phase 2 plan.	✓ A final review of the Project was being prepared and Phase 2 was incorporated into a wider Shared Services Review.	- Implement recommendations of Shared Services Review. - Progress a greenfield development. - Address WA-specific workforce challenges. - Review Business Continuity Plans and develop Enterprise Risk-Management approach.
Develop and implement a strategy to strengthen targeted areas of supplier management.	→ To await outcome of Shared Services Review.	
Develop proposals for: mirrored servers, patient/doctor portals, data warehousing, business intelligence, medical records scanning and network management suite.	→ Completed except for network management suite.	
Implement wireless access across hospital divisions.	✓ Implementation at agreed sites underway.	
Improve casemix management through implementation plan for activity based costing.	✓ Approved purchase of software solution.	
Improve environmental sustainability through site utility management audits, implement utilities management actions plans, improve environmental rating of car fleet, and establish waste data capturing to input into intelligence system.	✓ Progress continues to be made in all key areas.	
Finalise review, agree plan and implement Operating Theatres Review.	→ Overall progress 70%, with project extended to end of 2012.	
Submit bid and conclude negotiations for greenfield development Midland Hospitals.	✓ Midland contract secured.	
Identify site for greenfield hospital in WA and explore opportunities for other developments.	→ Plans progressed for several proposed greenfield developments.	

Formation, education and leadership

Actions	Progress	2012/13 Focus
Pilot Emerging Leaders Program to complement existing Executive Development Program (p68).	✓ Program pilot conducted in WA for 20 participants.	- Introduce Learning Management System and e-learning System. - Review and implement standardised nursing curricula for Graduate Nursing Programs. - Develop learning packages for Assistants in Nursing / Patient Care Assistants.

Social justice

Actions	Progress	2012/13 Focus
Establish early intervention services for young people with mental health issues in partnership with other initiatives/ organisations.	✓ Agreements signed with external youth mental health providers in Geelong, Perth x 2, Bunbury x 2, and Warrnambool, with planning underway in Bendigo and Burwood.	- Develop and implement an advocacy agenda. - Implement recommendations of Social Outreach and Advocacy program reviews. - Implement Youth Plan. - Implement Group Disability Services Growth Plan.
Develop an advocacy agenda.	✦ Initial research undertaken but postponed due to competing priorities.	
Implement model to engage doctors in Social Outreach and Advocacy services.	→ Doctors' history project completed, Murdoch ED doctors took part in Street Doctor program, Subiaco supported a Specialist involved in surgical missions.	
Gain approval for Group Disability Services Growth Plan.	→ Finalisation expected in 2012/13.	

Building healthy communities

Building healthy communities is central to St John of God Health Care's healing Mission to promote life to the full by enhancing the physical, intellectual, social and spiritual dimensions of being human.

The aim of the developments and redevelopments profiled here is to allow us to extend our care to even more people in our existing and new communities.

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

Greenfield development 2012-2015

- St John of God Health Care completed negotiations with the Western Australian Government in June 2012, securing a 23-year contract to build and operate the St John of God Midland Public Hospital on the Midland Health Campus as a Public Private Partnership.
 - St John of God Health Care has committed to build and operate the St John of God Midland Private Hospital.
 - The State and Commonwealth Governments are investing \$360.2 million in the construction of the public hospital and St John of God Health Care is fully funding the \$70 million private hospital.
 - With a total of 367 beds, 307 for public patients and 60 for private patients, the new hospitals will be conveniently located within one complex.
 - The development will bring health care closer to home for the people of Midland and surrounding communities, when the hospitals open in late 2015.
 - The contract represents value for money for Western Australian taxpayers, while delivering high standards of care that are consistent with or better than other hospitals serving public patients.
- The St John of God Midland Public Hospital will deliver a wide range of services, free of charge to public patients. These include:
 - Intensive care / high dependency / coronary care unit
 - Cancer care
 - Adult rehabilitation
 - Emergency
 - Cardiology
 - Stroke and restorative rehabilitation
 - Mental health
 - General surgery (including day surgery) and surgical specialties
 - General medical, medical specialties, and geriatric and aged care
 - General paediatrics
 - Maternity (including antenatal and postnatal care) and neonatology
 - Ambulatory care (outpatient clinics)
 - Pathology
 - The St John of God Midland Private Hospital will offer patients with private health cover, or those who opt to cover the costs themselves, their choice of doctor as well as dedicated surgical and medical services, including day surgery.

The 367 bed St John of God Midland Public and Private Hospitals will be conveniently located within one complex on the Midland Health Campus.



St John of God Bunbury Hospital

Redevelopment 2012-2013

- St John of God Bunbury Hospital is bringing health care closer to home for the communities of the South West with its \$35.9 million redevelopment funded by the Australian and State Governments and St John of God Health Care.
- The project will deliver: Comprehensive Cancer Centre, Coronary Care Unit, Angiography Service and expanded Renal Dialysis Unit.
- The hospital has partnered with the Bethanie Group to build an accommodation and wellness centre near the hospital for patients receiving cancer treatment and their carers.
- A regional transport service will reduce the stress of travelling to access medical appointments at the South West Health Campus.



Bunbury's new Comprehensive Cancer Centre is the only such facility in regional Western Australia.

St John of God Burwood Hospital

Redevelopment 2012-13

- St John of God Burwood Hospital is finalising plans and tenders for a \$14.8 million redevelopment that will increase its ability to provide much needed psychiatric and drug and alcohol services.
- The project will deliver: 12-bed Parent-Infant Unit, hospital refurbishment, relocation of counselling and therapy centre, increased garden areas, new chapel, new gymnasium and additional parking.



The Burwood redevelopment will increase our capacity to deliver specialised psychiatric care.

St John of God Geelong Hospital

Redevelopment 2011-2014

- St John of God Geelong Hospital is transforming its campus through a \$74 million redevelopment and refurbishment to meet community need for high quality health care services in a growing region.
- A \$64.6 million redevelopment has begun, comprising: 3 operating theatres, angiography suite, Emergency Department, 64 inpatient beds, 6-storey medical centre, hydrotherapy pool, gymnasium, 3-level underground car park, chapel, café and refurbished staff amenities.
- A \$9.4 million refurbishment of the hospital's inpatient ward areas is 85% complete.



Geelong's new façade reflects the quality of the hospital's new facilities.

St John of God Murdoch Hospital

Redevelopment 2011-2014

- St John of God Murdoch Hospital has commenced its \$200+ million redevelopment, Western Australia's largest single private health care investment, which will deliver expanded hospital services to Perth's fast growing southern corridor.
- The project will deliver: an expanded ICU/ CCU, 8 additional operating theatres, cancer centre including 20-place chemotherapy unit, multi-storey medical centre, expanded day procedure unit, 174 additional beds including a new 120 bed inpatient wing, 30-place endoscopy unit, pathology laboratory, birthing room and expanded support facilities.
- Construction of the St John of God Murdoch Training and Education Centre (MURTEC), funded through a grant of \$2.6 million provided by the Federal Department of Health & Ageing: ICTTG Program (Innovative Clinical Teaching and Training Grant), will be completed in August 2012.



Murdoch's Wexford Medical Centre is expected to attract many new specialists to the hospital.





SERVICES



“Births at Berwick have almost doubled over the past five years. We are looking forward to significant further growth, and expect to deliver over 1000 babies in 2012/13.”

Maternity Unit Manager, Joyce Coyle

Emelia, Oscar and Ava were born at St John of God Berwick Hospital under the care of the dedicated maternity team, which has delivered 779 babies this year.

In this section

Location Map	24	Geelong	37
Bunbury	26	Pinelodge	38
Geraldton	27	Warrnambool	39
Murdoch	28	Burwood	40
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Accord	32	Hauora Trust	42
Ballarat	33	Pathology	43
Bendigo	34	Health Choices	44
Berwick	35	Social Outreach	
Frankston	36	and Advocacy	45

Our Locations

WESTERN AUSTRALIA

1 Perth

- Drug and Alcohol Withdrawal Network
- Ferns House
- Head Office (p98)
- Health Choices (p44)
- Horizon Houses (p45)
- Midland Public and Private Hospitals (under construction) (p20)
- Murdoch Hospital, including Murdoch Community Hospice (p28-29)
- Raphael Centre Subiaco (p31)
- St John of God Foundation (p74)
- Subiaco Hospital (p30-31)

2 Bunbury

- Bunbury Hospital (p26)
- Busselton Day Hospital (p26)
- Horizon House
- South West Community Drug Service Team

3 Geraldton

- Geraldton Hospital (p27)
- Horizon House

4 North and Mid West

- Strong Family, Strong Culture
- Horizon House Broome

5 Statewide

- Pathology – 16 laboratories and 81 collection centres (p43)

VICTORIA

6 Melbourne

- Accord (p32)
- Berwick Hospital (p35)
- Frankston Rehabilitation Hospital (p36)
- Health Choices (p44)
- Pinelodge Clinic (p38)
- Raphael Centre Berwick (p35)

7 Ballarat

- Ballarat Hospital (p33)
- Bloomsbury House (p33)
- Health Choices (p44)
- Pomegranate House
- Raphael House Ballarat

8 Bendigo

- Bendigo Hospital (p34)
- Health Choices (p44)
- Horizon House

9 Geelong

- Geelong Hospital, including Specialist Centre (p37)
- Health Choices (p44)
- Horizon Houses
- Raphael Centre Geelong

10 Warrnambool

- Health Choices (p44)
- Horizon House
- Raphael Centre South-West Victoria (p39)
- Warrnambool Hospital (p39)

11 Statewide

- Pathology – 6 laboratories and 57 collection centres (p43)



NEW SOUTH WALES

12 Sydney

- Burwood Hospital (p40)
- Casa Venegas
- Raphael Centre Blacktown (p41)
- Richmond Hospital (p41)

NEW ZEALAND

13 Christchurch

- Addington (p42)
- Halswell (p42)
- Selwyn (p42)
- Waipuna (p42)

14 Wellington

- Wellington (p42)

ASIA PACIFIC

Social Outreach and Advocacy services

15 East Timor

- Nursing Development Program (p45)
- Pathology Development Program (p45)
- Primary Health (p45)

16 Fiji

- Nursing

17 Tonga

- Tonga Twinning Program (p33)

18 Papua New Guinea

- Primary Health (p45)

Australia – Western Australia St John of God Bunbury Hospital

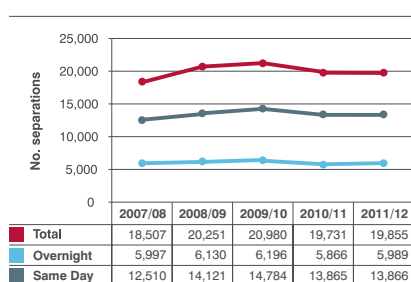
Established / 1927
Location / Robertson Dve and
 Bussell Hwy, Bunbury
Chief Executive Officer
 Mr Mark Grime
Medical Advisory Chair
 Dr Peter Bairstow
Beds / 126

Staff / 503
Accredited doctors / 248
Theatres and procedure rooms
 5 theatres
Services / Dialysis, obstetrics,
 oncology, outpatients, palliative
 care, surgery, community drug
 and alcohol services.

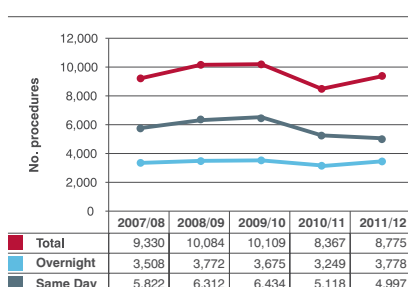


Performance snapshot

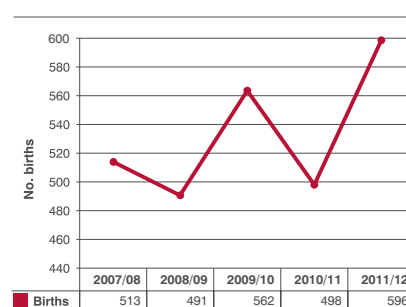
Separations



Procedures



Births



Services

- Began construction on our \$35.9 million redevelopment, including a Comprehensive Cancer Centre, Coronary Care Unit, and an accommodation and transport service for regional cancer patients.
- Established 'telehealth' services (the use of video-conferencing for specialist consultations) increasing accessibility to medical services and palliative care for the regional South West community.
- Provided Ear Nose and Throat (ENT) and major joint replacement surgery for 97 public patients in partnership with the Western Australia Country Health Service (WACHS) to ease the burden on the public system.
- Expanded our specialist services with new resident ENT, Orthopaedics, Ophthalmology, Urology and Palliative Care specialists.
- Worked with the WACHS in the design and service planning for the continued operation of the St John of God Busselton Day Hospital, our six chair renal dialysis unit at the new Busselton Health Campus.
- Launched a South West Cancer website (wacancer.org.au), a one-stop-shop for information about cancer services in our region.
- Launched the St John of God Foundation Comprehensive Cancer and Coronary Care Services campaign, which aims to raise \$5 million.

People

- Employed the first South-West WA resident Palliative Care Physician and launched a Palliative Care Private Practice.
- Four caregivers graduated from our first Clinical Pastoral Education program.
- Provided over 1,400 placement days for student nurses.

- Director of Nursing, Karen Gullick, was re-appointed to the Australian Health Practitioner Regulation Agency WA Nurses Board.
- Chief Executive Officer, Mark Grime, was appointed to the South West WA Medicare Local Board.

Community

- Partnered with the South West Aboriginal Medical Service, General Practice networks and other health organisations to deliver expanded, coordinated indigenous health services, including tackling smoking and Transition to Adulthood program.
- Pastoral Care caregivers conducted five memorial services attended by 400 family members and friends.
- Provided a full time Youth Case Manager to Peel Youth Medical Service, which supported 256 clients in 2011/12.

Year ahead

- Finalise our redevelopment and begin providing services at our Coronary Care and Angiography suite and the Comprehensive Cancer Centre, which will include onsite Breastscreen, PET and CT scanning, increased oncology unit capacity, expanded research, cancer support service, and multidisciplinary team peer review and planning programs.
- Begin a regional cancer accommodation and transport service, the first in regional Western Australia.
- Recruit four salaried Medical Practitioners to support Visiting Medical Practitioners.
- Increase our government-funded Registrar training positions from three to four with the addition of the first regionally-based Palliative Care training position.

Australia – Western Australia

St John of God Geraldton Hospital

Established / 1935

Location / 12 Hermitage Street,
Geraldton

Chief Executive Officer

Mr Paul Dyer

Medical Advisory Chair

Dr CH Khong

Beds / 60

Staff / 161

Accredited doctors / 130

Theatres and procedure rooms

2 theatres, 1 procedure room

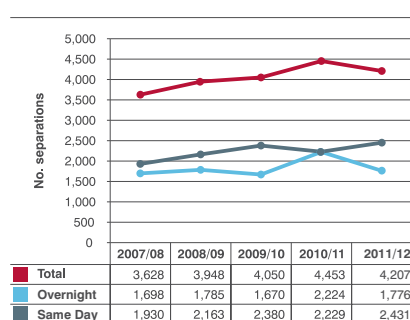
Services / Overnight and day

surgery, general medicine, obstetrics,
chemotherapy, oncology, paediatrics,
GP after hours and palliative care.

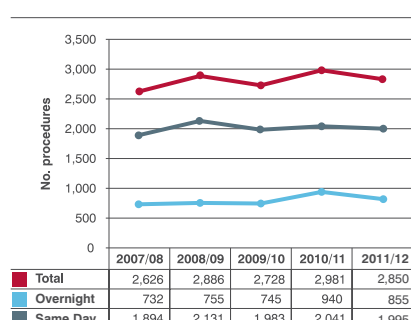


Performance snapshot

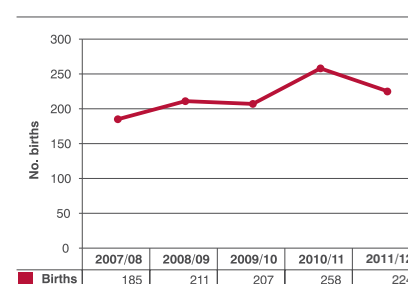
Separations



Procedures



Births



Services

- Introduced 24 hour on-call medical cover. This initiative was introduced to strengthen medical governance by supporting our surgeons and anaesthetists, as well as streamlining the process for transferring patients from the public hospital.
- Secured a contract with Western Australia Country Health Service (WACHS) to assist with their orthopaedic elective surgery waitlist, performing 48 joint replacement surgeries in 2011/12 to alleviate pressure on Geraldton Regional Hospital.
- Ranked second in the state by HBF members in their annual patient satisfaction survey.
- Recorded a significantly-improved result in the annual Press Ganey Inpatient Satisfaction Survey, scoring in the 90th percentile compared to 63rd percentile in the previous year.
- Implemented a team nursing model, which has enhanced bedside nursing support, decreased adverse incidents and enhanced leadership.
- Implemented bedside handover in all wards, allowing patients to be more involved in their care and better informed of their care plan.
- Established a Joint Liaison Committee with Geraldton Hospital in March 2012 to drive further collaboration and co-operation between the two organisations in improving local health services.
- Successfully applied for a National Rural and Remote Health Infrastructure Program grant worth \$272,000 to purchase orthopaedic equipment.

People

- Paul Dyer was appointed Chief Executive Officer in January 2012.

- Dr Andrew Jamieson was appointed Medical Director in June 2012.
- Recruiting health professionals is a significant challenge in rural areas, and our region continues to struggle to recruit specialists, midwives and experienced theatre nurses. We are in the process of sponsoring two overseas-trained General Surgery and Urology Specialists.
- Two of our pastoral associates completed traineeships in Pastoral Care and now cover the hospital as Pastoral Associates.

Community

- In partnership with Centacare, we provided parenting classes and information to build capacity in mothers of young babies.
- Provided soup for the Red Cross Soup Patrol and Sun City Soup Outreach three times a week, with soup distributed to people who are struggling financially or socially isolated.
- Operated Listen and Talk Parenting Groups to help parents learn vital skills.

Year ahead

- Continue to work with WACHS to help ease public hospital surgical waitlists in Orthopaedics, Ear Nose and Throat and Ophthalmology.
- Continue to work with WACHS to attract specialists to Geraldton.
- Implement the St John of God Health Care Nursing and Midwifery Standards of Excellence (p50).
- Begin operating a residential orthopaedic service in February 2013.
- Begin a Student Arts Program in conjunction with the local Catholic high school.

Australia – Western Australia St John of God Murdoch Hospital

Established / 1994

Location / 100 Murdoch Drive,
Murdoch

Chief Executive Officer
Mr Peter Mott

Medical Advisory Chair
Dr Peter Bremner

Beds / 363

Staff / 1480

Accredited doctors / 711

Theatres and procedure rooms

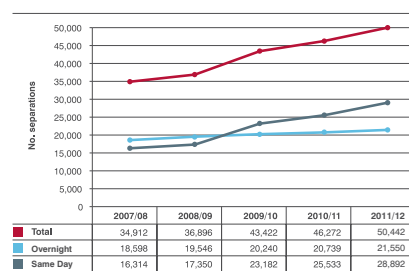
10 theatres, 4 endoscopy suites, 2
cardiac catheterisation laboratories

Services / Chemotherapy, coronary
care, emergency, intensive care,
neonatal intensive care, obstetrics,
oncology, paediatrics, palliative care,
surgery, and community mental health.

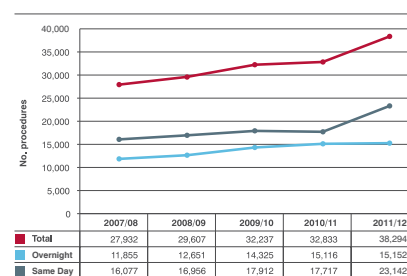


Performance snapshot

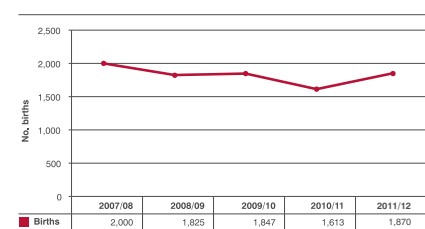
Separations



Procedures



Births



Services

- Completed Stage One of our \$200+ million hospital redevelopment, including new car parking, a new pathology laboratory and early works on an operating theatre expansion.
- Began construction on the St John of God Murdoch Training and Education Centre (MURTEC), funded by the Commonwealth Government's Innovative Clinical Teaching and Training grant.
- Recognised as Australia's best performing hospital of its size in a national HBF members survey, achieving top ranking in overall care and excelling in areas including nursing care, catering and an holistic, team-based approach.
- Completed Australian Council on Healthcare Standards accreditation (p48), receiving an Outstanding Achievement for waste and environmental management, and 25 Extensive Achievements in areas including patient care delivery, quality and risk management, staff learning and development, human resources management and research.
- Installed an upgraded angiography suite to provide better facilities for patients at risk of heart and vascular disease. The suite includes Philips XperSwing radiological equipment, which allows more detailed imaging of blood vessels and improves patient safety and comfort through reducing the chance of complications and length of time on the table.
- Launched a TravelSmart program, encouraging caregivers to travel to work on environmentally friendly modes of transport. As part of the program, we created a new secure bicycle parking area and upgraded 'end of trip' facilities such as showers and change facilities.
- Developed Australia's first Advanced Diploma of Nursing specialising in Anaesthetic Nursing in partnership with Challenger Institute of Technology. The course has been recommended for accreditation with the Australian College of Operating Room Nurses.
- Opened a new main traffic entrance to the hospital as part of the road infrastructure changes required by the construction of the neighbouring Fiona Stanley Hospital.
- Developed and implemented a community relations plan which highlights opportunities for increased community-building activities, a consumer participation framework, and a donations and bequests strategy.
- Our Murdoch Community Hospice was one of 20 Australian services selected by Palliative Care Australia to participate in a national quality collaborative on assessment and care planning, resulting in the development of an holistic multidisciplinary care plan.
- Managed 20,379 emergency presentations.

People

- Midwife Kerry Brenzi was awarded the Catholic Health Australia Nurse of the Year in recognition of her compassion in working with grieving parents.
- Midwife Kizzi Neale was named a finalist in the Graduate Nurse of the Year category of the 2011 WA Nursing and Midwifery Awards.
- Finalist in the 'Good Employer' category of the WA Government's 'Count Me In Awards' 2011, acknowledging our ongoing commitment to creating a welcoming and inclusive workplace for employees with a disability.
- Appointed our first Nurse Practitioner - Adele DuKamp, Nurse Practitioner, Acute Care After Hours.
- Professor Ian Rogers appointed to a newly-established professorial role in Emergency Medicine, to lead research and training initiatives in the Emergency Department (p54).
- Professor Karl Stoffel appointed to a newly-established professorial role in Orthopaedic Surgery to provide leadership in clinical services, teaching and research (p54).
- Appointed Dr Shirley Bowen as Director of Medical Services.
- Provided 15,000 hours of formal professional development programs to caregivers as part of an ongoing commitment to developing our workforce.
- More than 120 students participated in our undergraduate, graduate and postgraduate programs in enrolled nursing development, midwifery, anaesthetic nursing and critical care.
- Implemented an 18-month program to support transition from undergraduate to graduate Enrolled Nurse and beyond, incorporating a blended approach (a combination of online, workplace-based and lecture/tutorial methodologies) to build skills and competency while promoting personal growth and leadership.
- Introduced a vacation care program for caregiver's children as part of a workforce initiative to assist with childcare arrangements during holiday periods.

Community

- Caregivers, hospital auxiliary, patients, visitors and doctors raised more than \$14,000 for our Charity of the Year, Passages Resource Centre Peel, which helps young people experiencing marginalisation or homelessness through the provision of personal items, information, support and life-skills programs.
- 30 caregivers volunteered three hours a week for the Red Cross Soup Kitchen.
- Our Pastoral Services caregivers conducted four bereavement ceremonies for family and friends of patients who had passed away at the hospital.
- Two medical students from the University of Notre Dame completed the social justice component of their course with our Social Outreach and Advocacy services.
- Our Social Outreach and Advocacy team participated in the City of Cockburn's Women's Health Forum which provided vital health information for members of the local community.
- Our Manager of Social Outreach and Advocacy was appointed Chair of the peak South Metropolitan Health Service Mental Health Advisory Council.

Year ahead

- Begin Stage Two of our \$200+ million redevelopment, the main construction phase, which will include early stages of the St John of God Murdoch Wexford Medical Centre, the South Wing and Cancer Centre, Day Procedure Unit and Chapel refurbishment, theatre expansions, and a new endoscopy unit.
- Open our Community Raphael Perinatal and Infant Mental Health Service.
- Launch the St John of God Murdoch Training and Education Centre (MURTEC).
- Establish a Centre for Nursing and Midwifery Research in collaboration with the University of Notre Dame, to increase nurse-led and interdisciplinary research (p56).
- Appoint an Oncology Clinical Trials Coordinator to help our Oncology Unit provide cutting edge treatment for oncology patients.
- Develop a medical workforce plan to create more teaching and training opportunities.

Mum Betty and baby Reece were cared for by Murdoch's dedicated maternity team.



Australia – Western Australia

St John of God Subiaco Hospital

Established / 1897

Location / 12 Salvado Road, Subiaco

Chief Executive Officer / Dr Shane Kelly

Medical Advisory Chair

Dr Peter Woodland

Beds / 555

Staff / 2,413

Accredited doctors / 710

Theatres and procedure rooms

23 Operating Rooms, 4 Endoscopy

Suites, 2 Cardiac and Vascular

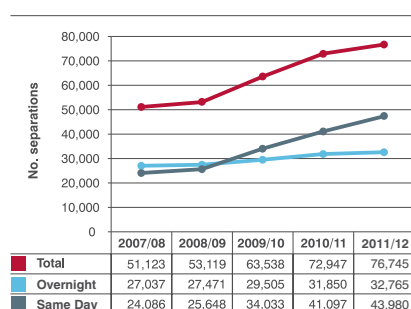
Interventional Laboratories

Services / Chemotherapy, coronary care, intensive care, neonatal intensive care, obstetrics, oncology, paediatrics, palliative care, medicine, surgery, perinatal infant mental health, and community drug and alcohol services.

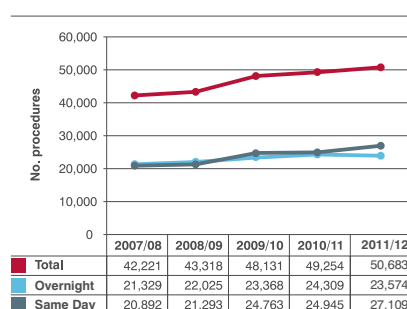


Performance snapshot

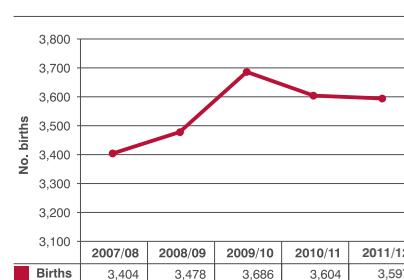
Separations



Procedures



Births



Services

- Developed and launched the organisation's first smart phone application – the 'Find a Doctor' app – providing contact details of all St John of God Health Care accredited doctors.
- Our surgical robot 'Marvin', the only surgical robot in Western Australia, successfully completed its first kidney removal and has now performed more than 500 procedures.
- Implemented the Electro Foetal Monitoring Project, which enables remote, real time access by obstetricians to the Labour Ward to monitor mother and baby in utero (p51).
- Launched the Anaesthesia Research Unit (p56) in partnership with the University of Western Australia.
- Conducted six new oncology clinical trials involving 42 patients, aimed at developing new treatments for colorectal, breast, prostate, sarcoma, and ovarian cancer (p56).
- Our catering department won the National Systems Excellence Award for Food Safety Management, in recognition of innovation and leadership, and became the only hospital in Western Australia to achieve the highest possible Food Safety accreditation through the Hazard Analysis Critical Control Points Standards for food safety.
- Introduced an Outpatient Pain Clinic to provide ongoing care to patients who have recently had surgery at the hospital.
- Introduced iPads for our clinical team to improve communication with patients and thus enhance patient care through recording of clinical needs such as wound status, the use of language cards for patients with cultural and linguistic needs, providing individualised patient education, improving access to laboratory results and enabling information to be emailed to other health care providers at the point of care.
- Implementation of the Deteriorating Patient Observation Chart to improve recognition of deterioration and management of patients.
- Received funding from the Western Australian Cancer and Palliative Care Network to research the use of a validated tool to assess levels of distress in patients, in partnership with the University of Western Australia.
- Introduced the Grand Rounds rural telecast, delivering live telecasts of weekly clinical education sessions to doctors in rural areas of Western Australia.

People

- Clinical Nurse Consultant, Jill Kelly, became the first nurse in Australia to be appointed a Nurse Practitioner in Acute Pain in the private hospital setting.
- Created two high-level positions to enhance our delivery of medical education and training: Director of Postgraduate Medical Services and Junior Medical Officer Education Coordinator (p54).
- Our focus on Occupational Health and Safety (OHS) this year resulted in our lowest lost Time injury frequency rate in 10 years – 5.5 per million work hours compared to 11.74 in 2010/11 – as well as a 96% compliance score in our OHS Management System Audit.
- Introduced an indigenous cadetship program, with two indigenous cadets commencing employment in December 2011. The three year program involves one year in each of the following positions: theatre orderly, patient care assistant and working in Medical Services shadowing a Junior Medical Officer.
- Our Chief Executive Officer, Dr Shane Kelly, was appointed as a member of the Child and Adolescent Health Services Governing Council.

- Our Director of Medical Services, Dr Michael Levitt, was appointed as a member of the North Metropolitan Health Service Governing Council.
- Our Director of Nursing and Midwifery, Chris Hanna, was reappointed as a member of the Nursing and Midwifery Board of Australia (Western Australia) for a three-year term.
- Created a Learning and Development Coordinator role to improve training and development opportunities for corporate services caregivers.
- Provided funding for a Playgroup Coordinator at the Association for Services to Torture and Trauma Survivors. The Association addresses attachment issues between parents and their children from refugee backgrounds.
- Our caregivers volunteered their time with various community programs, including 57 assisting the Red Cross Soup Patrol, 18 preparing Horizon House Dianella for its first residents, six undertaking Lifeline telephone counselling training and seven attending Canteen Western Australia camps.

Community

- Opened Horizon House Dianella, a service providing accommodation and support for homeless, young pregnant women during and after the birth of their child (p45).
- Our perinatal infant mental health service, Raphael Centre Subiaco, saw 877 clients this year, 371 of which were new referrals, while our home-based Drug and Alcohol Withdrawal Network (DAWN) saw 474 clients.
- Provided 495 hours of Community Support Leave (p73) to caregivers.
- Caregivers raised \$28,747 for our Charity of Choice, Passages Resource Centre.
- Provided \$214,553 in Patient Concessions (p74) in support of patients who are vulnerable, materially poor, powerless or marginalised, and who cannot readily access treatment elsewhere.
- Provided support for the annual Operation Rainbow surgical mission to the Philippines, comprising funding for medication, instruments and anaesthetic machines for 105 surgical procedures, including 79 cleft lip/palate repairs on children.
- Provided support for three Rafiki surgical missions to Tanzania, with six of our caregivers providing assistance to 147 people with a cleft palate or burn injuries.

Year ahead

- Introduce Cardiothoracic Surgery, involving recruiting two specialists and a team of theatre, intensive care and ward nurses.
- Launch, in partnership with the University of Notre Dame, an on-site satellite midwifery training centre which includes a simulation Delivery Suite (p59).
- Implement a Medical Research Network to enhance Specialist Medical Practitioner involvement in clinical trials and research.
- Develop a Nursing and Midwifery research program and jointly appoint a Research Coordinator with Curtin University.
- Improve our preadmission and post-discharge services, including increasing use of Health Choices (p44) by our patients to allow them to continue to receive care in their home environment.
- Develop a medical/surgical doctor recruitment strategy (p57).
- Develop a five-year Leadership Formation Strategy for managers and a Leadership and Management Development Program for emerging leaders.
- Develop education sessions for caregivers on pastoral care, grief and loss, and spirituality of care, to enhance patient care.

Subiaco Registered Nurse, Michelle Doktorovich, checks on a patient in Recovery.



Australia – Victoria

St John of God Accord

Established / 1953

Location / 36 sites across Melbourne's northern and eastern suburbs

Chief Executive Officer / Mr Tony Hollamby

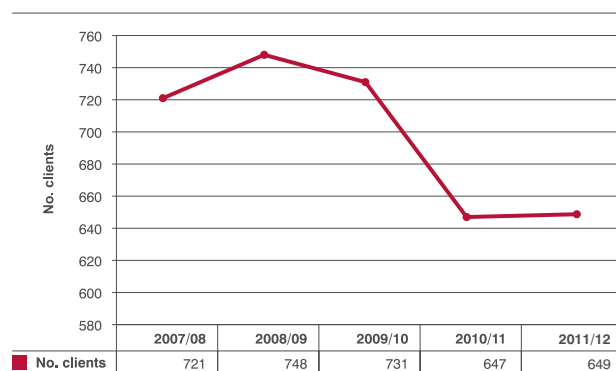
Staff / 429

Services / Disability services comprising shared supported accommodation and community engagement services incorporating day programs, individualised support arrangements, respite care and employment support.



Performance snapshot

Clients supported



Services

- Opened a day service hub in the northern suburbs of Melbourne to assist clients' transition from one site in Greensborough to community-based sites closer to where they live. On average, 20 clients a day access services at the hub which offers programs for clients as well as providing a meeting place for them prior to and after participation in community programs.
- Implemented Positive Behaviour Support, a support technique that focuses on teaching skills and creating environments which promote quality of life and reduce negative behaviours. We have been working with organisations such as the Department of Human Services and Yooralla Disability Service to develop care plans for clients with complex behaviours.
- Our Western Accord Community Engagement Service developed a program to support people with an intellectual disability transition into the workforce. The program supported 20 people this year.
- Successful accreditation under the Disability Quality Framework Audit, with no areas of non-compliance, enabling us to keep providing services in partnership with the Department of Human Services.
- Our four volunteer-run opportunity shops raised \$327,000 for our services.
- Refurbishment of our Burnt Bridge Opportunity Shop led to a 40% increase in sales.
- Ceased providing Commonwealth Funded Disability Employment Services due to the sale of YES Personnel to Australian Personnel Management in March 2012.

People

- Created a new role of Service Delivery Manager and Practice Leader to strengthen our capacity for growth.
- Recorded zero lost time injuries in 2011/12 through a continued focus on wellbeing and Occupational Health and Safety (OHS). Our Workcover premium has decreased by \$500,000 between 2009/10 and 2011/12 due to our consistently exceptional OHS results.

Community

- Participated in the Catholic Social Services Council Victoria, which lobbies for the rights of the marginalised and provides advocacy on social justice issues including the National Disability Insurance Scheme, homelessness, indigenous issues and refugee support.
- Participated in the Eastern Disability Services Network, a collaborative of disability service providers in the eastern suburbs of Melbourne which examines ways to improve service provision for people with a disability.

Year ahead

- Implement our Strategic Plan 2012-2017, focusing on growing our services, supporting clients with challenging behaviours, and further progressing Positive Behaviour Support.
- Redevelop 15 of our Shared Supported Accommodation houses in the eastern suburbs of Melbourne to make them more suitable for people with a disability.
- Review of the Day Service facility at our Greensborough site, with a focus on increasing our capacity to provide individualised support and day service programs.
- Merge our Individualised Support and Day Services into Accord Community Engagement Services to maximise choice for clients who wish to participate in aspects of both programs.
- Review opportunities arising from the new National Disability Insurance Scheme.

Australia – Victoria

St John of God Ballarat Hospital

Established / 1915

Location / 101 Drummond Street

North, Ballarat

Chief Executive Officer / Mr Michael Krieg

Medical Advisory Chair

Mr Lachlan Dodds

Beds / 196

Staff / 866

Accredited doctors / 349

Theatres and procedure rooms

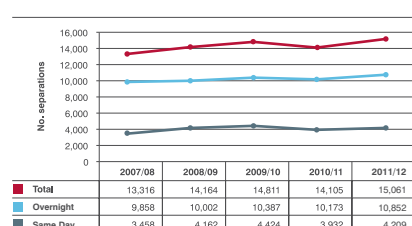
5 theatres, 1 endoscopy suite, 1 cardiac catheterisation laboratory

Services / Chemotherapy, coronary care, emergency, intensive care, obstetrics, oncology, outpatients, rehabilitation, surgery, perinatal infant mental health, community mental health, including dual diagnosis services for young people.

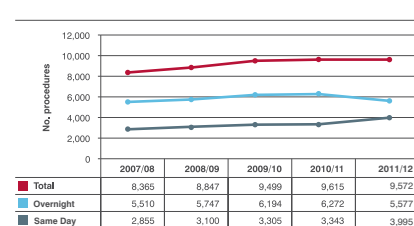


Performance snapshot

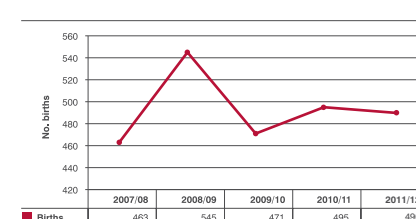
Separations



Procedures



Births



Services

- We recorded top quartile results in all areas of the annual Press Ganey Satisfaction Survey with inpatients ranking us at the 80th percentile, emergency department patients at the 99th percentile, day surgery patients at the 79th percentile, and doctors at the 78th percentile.
- Appointed our first Medical Registrar (p57), significantly increasing our medical training capability which will eventually assist in developing further on site medical training.
- Began restoration works on Bailey's Mansion, part of a five-year plan to restore the historic building.
- Began a master planning process to identify growth opportunities in the next 10 to 15 years, including additional beds, operating theatres, consulting rooms, mental health and car parking. It is anticipated that we will have more than 300 inpatient beds and 10 operating theatres within 15 years.
- Managed 13,386 emergency presentations.

People

- Appointed Michael Krieg as Chief Executive Officer in January 2012.
- As part of our increasing commitment to nursing education (p58), we provided 6700 - our highest ever - student placement days.
- Occupational Therapist/Psychotherapist Heidi Ryan received a \$22,500 Services for Australian Rural and Remote Allied Health scholarship to support her Masters of Mental Health Science studies.
- Two mental health caregivers obtained Australian College of Mental Health credentialing as Mental Health Nurses and a mental health social worker obtained Australian Association of Social Workers Accreditation as a Mental Health Social Worker. All now qualify for a Medicare Provider number.

- Our Director of Mission was appointed to the Board of Centacare Ballarat

Community

- Participated in a consortium, led by Grampians Medicare Local, to develop a *headspace* service in Ballarat, providing mental health, vocational, educational and drug and alcohol services for young people.
- Our Bloomsbury House service has extended its services to the community of Daylesford for one day a week.
- Appointed an International Health Project Officer to oversee our Tonga Twinning Program and East Timor Emergency Department partnership and explore new opportunities to assist our international neighbours.
- Received additional funding of \$30,000 from the Tongan Ministry of Health for our clinical education and capacity building partnership with Vaiola Hospital, Tonga.

Year ahead

- Continue our focus on workforce sustainability through training medical, nursing and allied health students.
- Evaluate the introduction of new services such as private mental health and day oncology.
- Expand our services in interventional cardiology, orthopaedics, rehabilitation, general surgery, endoscopy and urology, through doctor recruitment and development of new models of care delivery.
- Identify opportunities for deeper engagement and liaison with local indigenous groups, including opportunities for employment of indigenous people at the hospital.

Australia – Victoria

St John of God Bendigo Hospital

Established / 1961

Location / 133-145 Lily Street,
Bendigo

Chief Executive Officer

Mr Michael Hogan

Medical Advisory Chair

Dr Andrew Purcell

Beds / 121

Staff / 618

Accredited doctors / 185

Theatre and procedure rooms

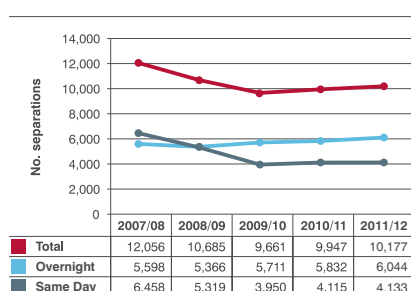
4 theatres, 1 endoscopy suite, 1
cardiac catheterisation laboratory

Services / Chemotherapy, coronary
care, intensive care, obstetrics,
oncology, outpatients, rehabilitation
and surgery.

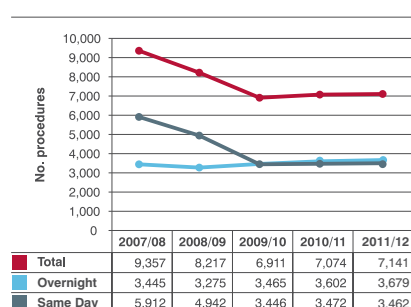


Performance snapshot

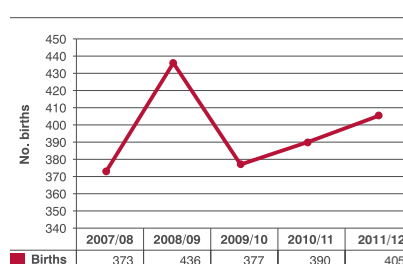
Separations



Procedures



Births



Services

- Completed an \$850,000 expansion, adding five extra beds across our surgical, maternity, medical and rehabilitation units, and undergoing a major kitchen renovation.
- In our organisation-wide accreditation survey, we achieved 23 Excellent Achievements and 24 Moderate Achievements from 47 criteria (p48).
- Scored in the 97th percentile in a Press Ganey satisfaction survey of inpatients.
- Planning and approval granted for a Raphael Centre perinatal support service.
- Received a grant from the McGrath Foundation to fund a half-time Breast Care Nurse for three years.
- Received a grant from BUPA Foundation to fund research into dementia care in hospitals, transferring a public health model to the private hospital sector.
- Partnered with Bendigo TAFE to introduce a youth cadetship for people at risk of disengaging from education and/or employment, with four participants in 2011/12.

People

- Registered Nurse, Nicole McDonnell, was awarded the 2011 Australasian College of Critical Care Nursing Graduate Prize, for outstanding clinical and academic achievement.
- A comprehensive Occupational Health and Safety (p65) risk assessment program resulted in a significant reduction in lost-time injuries. These decreased by 25%, from four to three, and we recorded no serious lost-time injuries this year. Risk assessments increased 27% from 44 to 60.
- Our Director of Nursing, Karen Laing, was appointed to the Executive Committee of the Loddon Mallee Clinical Placement Network.

- A poster on heel damage and epidural analgesia produced by Registered Nurse Chris Battersby was presented at two conferences, published in two journals and will be presented at the Australian Nursing Federation conference in September 2012.
- Registered Nurse Ruth Brackley and catering caregiver Debra Johnson received 35-year valued service awards and Registered Nurse Brenda Archer received a 30-year valued service award.

Community

- Midwives Debbie Milroy, Nadine Tipping and Joanne Jury volunteered at the Mount Hagen hospital in Papua New Guinea, assisting with 176 births in 11 days.
- Provided a full-time Mental Health and Drug and Alcohol clinician to the Bendigo *headspace* support service, which supported 300 clients in 2011/12.
- Supported charities Octobra (collected bras for women in South Africa), Leukemia Foundation World's Great Shave (raised \$5,900), Movember (raised \$6,000), and donated 40 computers to local not-for-profit organisation ReVamp for distribution to families living on low incomes.

Year ahead

- Open the Raphael Centre Bendigo.
- Continue planning for our proposed \$30 million redevelopment, which includes a multi-storey wing to increase capacity by up to 30 beds and two new operating theatres.
- Introduce a 'No Lift' manual handling system including significant equipment purchases, specialised training and peer support.

Australia – Victoria

St John of God Berwick Hospital

Established / 1939

Location / Gibb Street, Berwick

Chief Executive Officer

Ms Lisa Norman

Medical Advisory Chair

Dr Mark Tarrant

Beds / 70

Staff / 369

Accredited doctors / 326

Theatres and procedure rooms

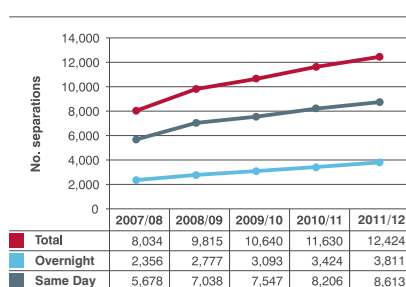
4 theatres

Services / Obstetrics, medical, surgery, and perinatal infant mental health.

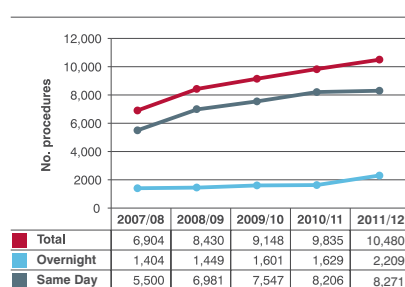


Performance snapshot

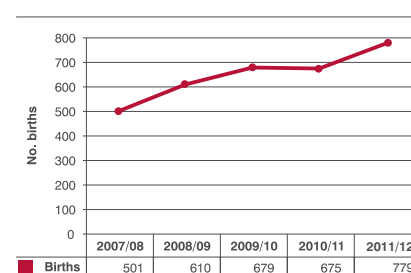
Separations



Procedures



Births



Services

- Experienced growth in all clinical services, including 36% more overnight theatre procedures, 10% increase in overall bed days and 17% more births.
- Commenced a pain management service under the direction of a specialist anaesthetist/pain management consultant. Treatment includes specialist consultations, with medical and surgical treatment options.
- Refurbished our delivery suites to provide more contemporary facilities, including new flooring, painting and bathroom upgrade.
- Expanded our onsite consulting to include an additional suite. We now have capacity for 52 doctors to consult within the complex.

People

- Recruited 40 new specialists, in a range of medical and surgical specialities.
- Our biannual Press Ganey Caregiver Satisfaction Survey results placed us at the 95th percentile compared to other private hospitals in Australia.
- Developed a workforce planning process to ensure future sustainability. We have increased our workforce by 40% over 2011/12 and we expect to grow a further 50% in the next two years due to a planned hospital expansion.
- Developed a Disability Inclusion and Action Plan to ensure our work environment is conducive to people with a disability. We hope this strategy will encourage the employment of people with a disability.

Community

- Recruited a Psychiatry Registrar and Mental Health Nurse for our Raphael Centre perinatal support service.
- A team of 12 caregivers travelled to a remote village in Vietnam and provided dental care, a health clinic and infection control education for school children and health care workers. The team performed over 500 dental examinations and 96 minor procedures. Our caregivers raised \$47,000 through fundraising efforts to fund this trip and assist with future visits. The Rotary Club of Berwick are major sponsors of this program (p73).
- Over 80 caregivers and doctors volunteered with the St Vinnies Soup Van, assisting in food preparation and distribution, and donating non-perishable food.

Year ahead

- Begin providing day oncology services in late 2012.
- Present our Health Services Plan, which provides direction on our future clinical services, and our associated Master Plan for future service development to the St John of God Health Care Board for endorsement in October 2012.
- Implement strategies to support rapid growth of our maternity service.
- Appoint a Corporate and Support Services Manager, a new role responsible for a number of key services and for supporting future redevelopment projects.

Australia – Victoria

St John of God Frankston Rehabilitation Hospital

Formerly St John of God Nepean Rehabilitation Hospital

Established

1970 (Rehabilitation service 2000)

Location / 255-265 Cranbourne Road,
Frankston

Chief Executive Officer

Mrs Sally Faulkner

Medical Advisory Chair

Dr Geoffrey Abbott

Beds / 69

Staff / 242

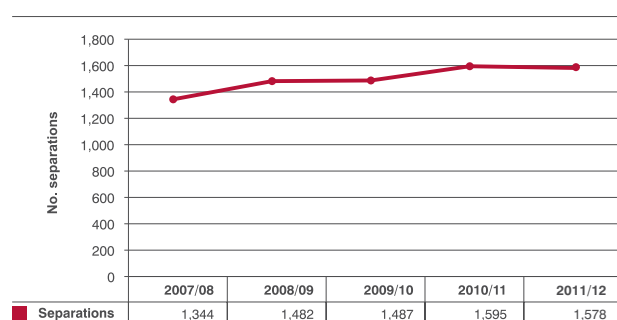
Accredited doctors / 22

Services / Tailored rehabilitation programs for stroke, neurological, orthopaedic, spinal injury, cardiac, pain management, reconditioning, oncology and pulmonary.

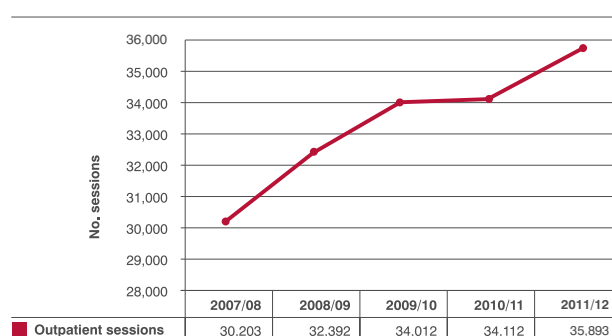


Performance snapshot

Separations



Outpatient sessions



Services

- Completed a \$638,000 refurbishment of our gymnasium and two rooms, increasing our bed count by four. We also converted an adjoining property into administrative offices and a training room.
- For the fifth time, our Press Ganey survey results placed us in the 99th percentile for inpatient satisfaction – the highest of all surveyed private specialist rehabilitation hospitals in Australia. We also scored at the 94th percentile for outpatient satisfaction, placing us in the top six hospitals in our peer group.
- Outpatient rehabilitation services continue to grow, with a record 35,893 sessions provided this year.

People

- We are currently participating in two research projects: Oncology Program Coordinator, Rebecca Nolan, completed her Masters' thesis on the effect of exercise and information sessions on cancer-related fatigue. Registered Nurse, Pathma Namasivayam, is undertaking research involving the assessment of staff educational needs in caring for palliative patients.
- Received recurrent funding from Health Workforce Australia for a clinical facilitator to support student placements and develop a skills laboratory with simulated learning equipment.
- Introduced 'Maya', our resident visiting labrador, and upgraded our dedicated space for pets to visit their owners while receiving care at our hospital.

Community

- We partnered with Open Family Australia, for a second year providing \$60,000 to fund an outreach youth worker to assist homeless and at-risk young people in Frankston. This service has supported 67 young people with intensive case management and 485 young people with individual episodes of support.
- We provided 268 free sessions of cardiac, pulmonary and oncology maintenance therapy groups for uninsured patients – a \$13,400 financial commitment.
- We again provided \$10,000 funding for a drug and alcohol education brochure for parents of year seven students in the Frankston/Mornington Peninsula region.
- Continued supporting the Frankston Churches Community Breakfast Program by providing food and two volunteers each month.

Year ahead

- Establish a Horizon House service in the Frankston area to support young people at risk of homelessness.
- Develop a carer support program, a free service to provide education and training to people caring for individuals with chronic disease.
- Develop a community grants program where local community groups can apply for a grant to support their cause or improve their services.
- Explore options for satellite services on the Mornington Peninsula and other regional areas where rehabilitation services are unavailable.
- In 2013 we will provide 680 clinical placement days for students from the Australian Catholic University.

Australia – Victoria

St John of God Geelong Hospital

Established / 1974

Location / 80 Myers Street, Geelong

Chief Executive Officer

Mr Stephen Roberts

Medical Advisory Chair

Mr Peter Callan

Beds / 184

Staff / 629

Accredited doctors / 332

Theatres and procedure rooms

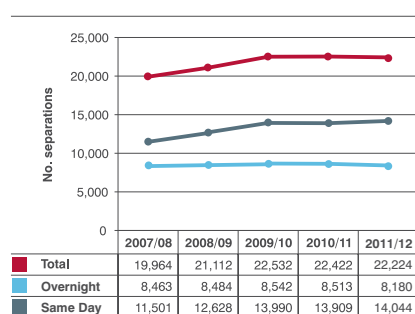
10 theatres, 1 cardiac catheterisation laboratory

Services / Chemotherapy, coronary care, intensive care, general medicine, obstetrics, oncology, palliative care, surgery, perinatal infant mental health, and community youth mental health.

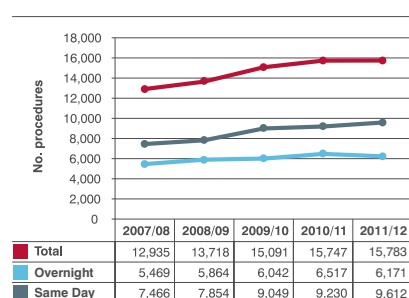


Performance snapshot

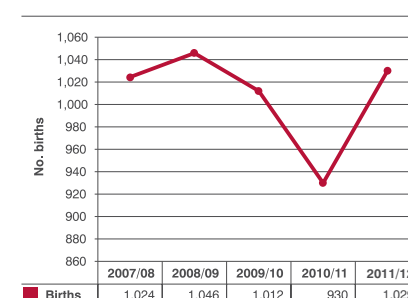
Separations



Procedures



Births



Services

- Began construction on our \$64.6 million redevelopment, incorporating two new operating theatres, a new angiography suite, 64 additional inpatient beds, hydrotherapy pool, gymnasium, a six-storey medical centre and additional car parking.
- Commissioned a new operating theatre in our Specialist Centre
- Our Press Ganey survey results placed us in the 99th percentile for day patient satisfaction and at the 96th percentile for inpatient satisfaction compared to our peer group. We recorded the number one ranking for doctor satisfaction.
- Achieved six Excellent Achievements across 15 criteria in our Australian Council on Healthcare Standards accreditation (p48).
- Secured another \$200,000 grant from Hospice Foundation Geelong for our palliative care services.
- Hosted a Maternity Wellbeing Expo with 38 vendors promoting goods and services to 300 potential parents.
- Introduced wireless technology to enhance access to clinical information for medical practitioners.
- Implemented an electronic patient satisfaction database for day surgery patients, surveying over 8,000 patients.
- Improved security in our maternity department through the introduction of an electronic restricted access swipe card system. We will roll this out to our Surgical Services department in late 2012.

People

- Implemented traineeships in Diploma of Nursing, where trainees work in the clinical setting four days per week and study for one.
- Registered Nurse Cathie Mahar was awarded Geelong Caregiver of the Year for 2012.

Community

- Continued our association with the local Anglican Church with 240 hours of volunteer support provided by caregivers for their community breakfast program.
- Granted 307 hours of community leave to caregivers assisting international communities (p73). Registered Nurse, Lisa Haywood, travelled to India to provide nursing support for cardiac surgery; two groups of caregivers travelled to Viqueque in remote East Timor to coordinate the delivery of donated medical equipment and deliver training in basic nursing care skills; and Clinical Nurse Specialist, Teresa Robinson provided surgical support to a team of urologists in Vanuatu.

Year ahead

- Ongoing implementation of our doctor and workforce recruitment strategy to complement new services beginning in 2014.
- Open a new eight-bed inpatient rehabilitation service to support predicted growth in orthopaedic services ahead of the opening of our 24-bed rehabilitation service in 2014.
- Introduce a chest pain assessment service.
- Finalise the \$9.4 million refurbishment of our facilities.
- Explore opportunities to build closer working relationships with key funders and universities.
- Pilot medical records scanning on behalf of the organisation.

Australia – Victoria

St John of God Pinelodge Clinic

Established / 1980

Location / 1480 Heatherton Road,
Dandenong

Chief Executive Officer

Mr Graham Cadd

Medical Advisory Chair

Dr Patrick Tolan

Beds / 54

Staff / 127

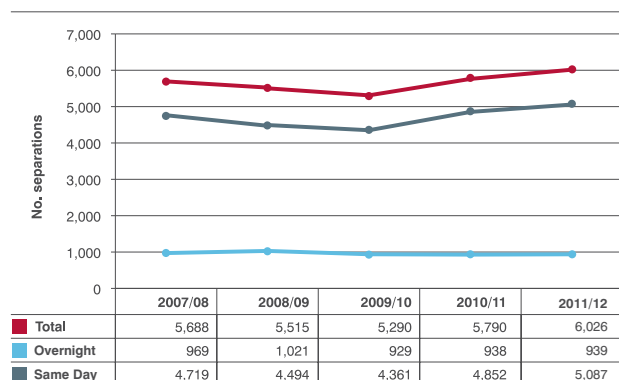
Accredited doctors / 25

Services / Inpatient acute psychiatry and drug and alcohol recovery, day patient programs, community outreach, private psychiatric and drug and alcohol consulting.



Performance snapshot

Separations



Services

- Introduced evidence-based therapy programs including Cognitive Behavioural Therapy, Dialectical Behaviour Therapy and Acceptance Commitment Therapy.
- Completed a \$250,000 refurbishment of our specialist consulting suites to provide contemporary facilities for doctors and patients.
- In line with our commitment to training the future mental health nursing workforce, we recruited a Clinical Educator to supervise nursing students, and increased our student placement days from 660 in the 2011 academic year to 1,046 in 2012.

People

- Provided 660 placement days for students from the Australian Catholic, Monash, Latrobe and Deakin Universities.
- Introduced a flexible placement model for student nurses from the Australian Catholic University, to operate alongside the traditional block model.
- Our Director of Allied Health presented on Pinelodge's programs at the 2012 Royal College of General Practice Annual Drug and Alcohol Conference.
- One of our Psychologists attended the World Youth Day Conference in Spain in August 2011.
- Three caregivers completed the in-house Diploma of Management (p68).

Community

- Continued our partnership with Ermha Inc, providing funding for the 'Origins' service; a program assisting recently-arrived immigrants with serious mental illness.
- Fourteen of our staff volunteered their time with the Ermha Community Breakfast Club, supporting local people with a mental health condition who are training to re-enter the hospitality workforce.
- Continued our partnership with the St John of God Brothers in Papua New Guinea, who operate an Addiction Recovery Program in Wewak which provides support, counselling and education to schools, youth groups, prisons and community health centres. One of our mental health nurses visited and worked in the addiction program in Wewak for four weeks.
- Each month, we purchased \$500 of non-perishable food for the Anglicare Food Cupboard, which provides food to people in need.
- Expanded our community outreach program from three days and 14 patients to four days and 20 patients per week, due to the recruitment of a Community Outreach Coordinator. The service offers post-discharge support, extended support during times of increased stress or relapse and skill-building, and connects patients with external community support and activities.

Year ahead

- Undertake a \$160,000 refurbishment of our existing nursing student and caregiver training facility which will increase our capacity for student training and professional development.
- Establish a Consumer Consultative Committee, comprised of caregivers, and former patients and caregivers, to increase engagement with patients and carers.
- Develop an Enrolled Nurse Graduate Program in response to workforce shortages in mental health nursing.
- In partnership with Monash University, increase the number of medical students on mental health rotation from 48 to 80 (p57).
- Host four clinical education evenings in partnership with the Mental Health Professionals Network.
- Provide facilities and administrative support for the Royal Australian and New Zealand College of Psychiatry Fellowship examinations.
- Complete a master planning process to ensure an orderly expansion of services and facilities to meet the increasing community demand for mental health care.

Australia – Victoria

St John of God Warrnambool Hospital

Established / 1939

Location / 136 Botanic Road,
Warrnambool

Chief Executive Officer
Mr Glyn Palmer

Medical Advisory Chair
Mr Stephen Fischer

Beds / 70

Staff / 201

Accredited doctors /118

Theatre and procedure rooms

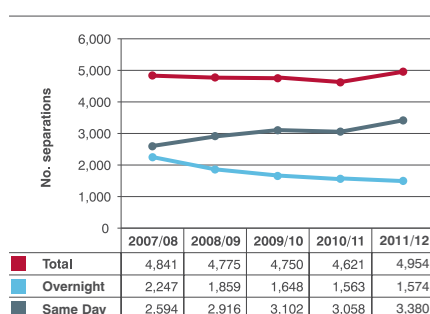
3 theatres

Services / Chemotherapy,
gynaecology, oncology, orthopaedics,
outpatients, postnatal care,
psychiatric, rehabilitation, surgery,
perinatal infant mental health, and
community mental health.

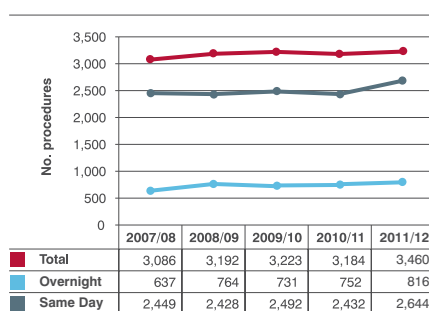


Performance snapshot

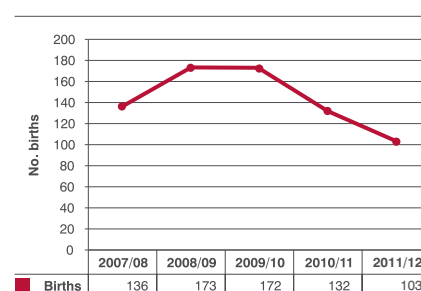
Separations



Procedures



Births



Services

- Scored highly in all Press Ganey satisfaction surveys with doctor satisfaction at the 98th percentile, and both inpatient satisfaction and day patient satisfaction at the 99th percentile – representing the highest ranking Australia-wide for a hospital of our size.
- Received \$285,000 in education grants from Deakin University and Australian Catholic University to equip our Health Services Centre with improved facilities for training medical and nursing students.
- Purchased a state-of-the-art microscope for complex plastic surgery such as reconstructive breast surgery following a mastectomy.
- Established a Joint Liaison Committee with South West Health Care Warrnambool to collaborate for the benefit of the local community.
- Continued growth of our surgical services, with the arrival of a plastic and reconstructive surgeon, orthopaedic surgeon and two ophthalmologists.
- Our Hospital Auxiliary donated \$17,000 to the hospital to purchase equipment for perioperative services, palliative care, rehabilitation and hydrotherapy.
- Regretfully closed our obstetric services in February 2011 due to an ongoing shortage of obstetricians.

People

- Chief Executive Officer, Glyn Palmer, joined the Deakin Greater Green Triangle Clinical School Community Advisory Board, the Warrnambool City Council Health and Wellbeing Committee, and the Medicare Local e-Health Committee.
- Established a new role of Clinical Pastoral Educator.

Community

- Organised community and caregiver drives for donations of essential school items, clothing and medical supplies to two East Timorese orphanages and Mission Without Borders Eastern Europe.
- Provided assistance to the Anglicare Empty Cupboard program, supporting local people in need through donations of food by the hospital and caregivers.
- Provided assistance to the Warrnambool Soup Kitchen for its Meals for the Homeless and Lonely program. We provided soup on a weekly basis and caregivers served food on a rotating roster.
- Raised \$3,016 for Relay for Life for cancer research.

Year ahead

- Establish a Raphael Centre Satellite Service in Hamilton, in regional Victoria.
- Establish a three-year partnership with *headspace* to assist in the delivery of local youth mental health services.
- Provide \$3,200 sponsorship for the Warrnambool Business Excellence Awards, to be held in October 2012.
- Build partnerships with the student welfare departments of local high schools to provide services for students who are identified as at risk of developing significant mental health problems.
- Establish our Ground Force program, a new initiative to assist people with chronic mental health problems. Clients are identified by our Mental Health team and caregivers then assist in cleaning up the client's home/immediate environment to minimise stigma and enhance quality of life.

Australia – New South Wales

St John of God Burwood Hospital

Established / 1958

Location / 13 Grantham Street,
Burwood

Chief Executive Officer

Ms June Mattner

Medical Advisory Chair

Dr Stephen Rosenman

Beds / 86

Staff / 229

Accredited doctors / 61

Theatre and procedure rooms

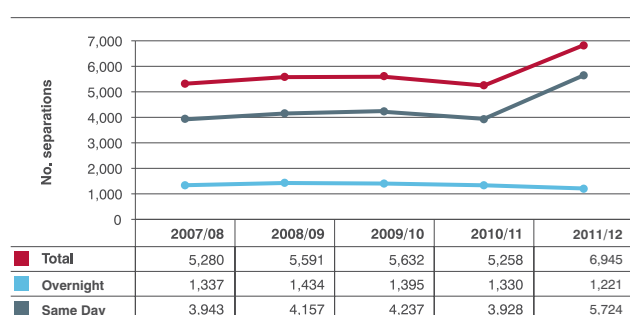
ECT Suite

Services / Inpatient, outpatient and day programs; alcohol and other drugs; perinatal women's mental health; personality and mood disorders; anxiety; depression; psychotic disorders and community homes for people with chronic mental health conditions who would otherwise be homeless.

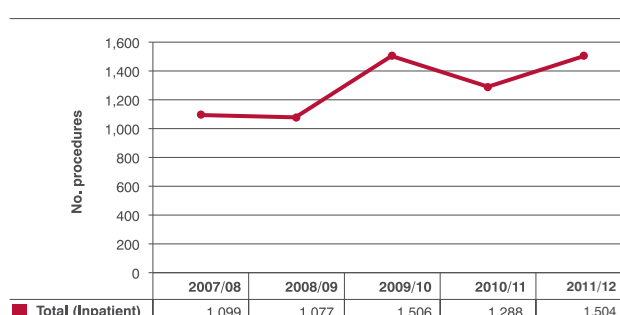


Performance snapshot

Separations



Electroconvulsive therapy procedures



Services

- Continued our strong focus on perinatal mental health research (p56).
- Relocated and upgraded our Electro-Convulsive Therapy (ECT) Suite with new state-of-the-art equipment.
- Refurbished 27 patient rooms in our Alcohol and Other Drugs and Anxiety Disorders Units.
- Created a specialist 'Hearing Voices' treatment program for people suffering auditory hallucinations.
- Established a Consumer Consultative Committee to enhance consultation with patients and their families, and created a Family and Carer Information Booklet.

People

- Professor Marie-Paule Austin was Chair of the National Clinical Practice Guidelines for Perinatal Depression and Related Disorders Expert Advisory Committee. The Guidelines, which were released and endorsed by the National Health and Medical Research Council in 2011, were co-authored by Professor Austin.
- Professor Marie-Paule Austin presented at the 2012 Congress of the Perinatal Society of Australia and New Zealand in Sydney.
- Director Allied Health, Ian Smith, presented the Dialectical Behaviour Therapy research findings at the 12th International Conference on Mental Health (2011) and the 27th International Conference of Applied Psychology Combined with the Annual Australian Psychological Society Conference.
- Launched Medical Matters, a monthly, internal newsletter, to enhance communication by the hospital between doctors and clinical management caregivers.

Community

- Enrolled Nurse, Elizabeth Flockton volunteered in a Ugandan orphanage, known as 'Bulrushes', which cares for fifty babies at a time.
- Partnered with Medicare Local to provide free sessions with a perinatal psychologist at our Perinatal Depression Clinic for uninsured patients. In 2011/12, 30 patients used this service.

Year ahead

- Finalising plans and tenders for our \$14.8 million redevelopment, which will include a 12-bed Parent-Infant Unit, hospital refurbishment, relocation of our Counselling and Therapy Centre, additional garden areas, a new chapel, new gymnasium, additional parking and an additional 9 beds.
- Expand our Counselling and Therapy Centre from six to 10 group rooms to enable more outpatients to participate in our programs.
- Develop a video/gaming addiction program, for implementation in late 2012.
- Establish a Family Support Group – a recommendation from our Consumer Consultative Committee.

Australia – New South Wales

St John of God Richmond Hospital

Established / 1952

Location / 177 Grose Vale Road,
North Richmond

Chief Executive Officer

Ms Allison Campbell

Medical Advisory Chair / Dr Mark Walker

Beds / 88

Staff / 197

Accredited doctors / 30

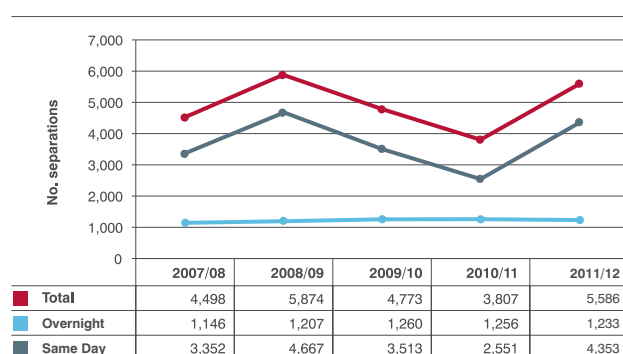
Theatre & procedure rooms / ECT Suite

Services / Inpatient, outpatient and day programs for the treatment of: alcohol and other drugs dependency; post traumatic stress disorder including Veterans' and Police Trauma Programs, personality and mood disorders; anxiety; depression; geriatric; mental health; and psychotic disorders, community-based perinatal/infant mental health.

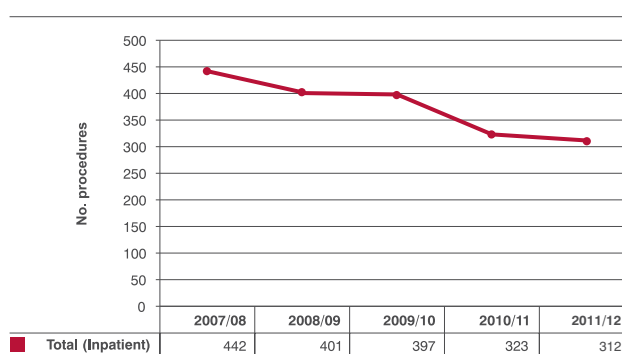


Performance snapshot

Separations



Electroconvulsive therapy procedures



Services

- Received \$135,300 funding from Health Workforce Australia to create a simulated learning environment program, increasing our clinical training capacity for mental health nursing students (p59).
- Received a \$30,000 grant under the Private Infrastructure and Clinical Supervision allowance for Specialist Training Programs to support our clinical supervision and education of psychiatry registrars.
- Developed a Dialectical Behaviour Therapy Program in response to a service gap for patients presenting with pervasive emotional dysfunction.
- Expanded our Inpatient Post-traumatic Stress Disorder Program to include follow-up sessions, to improve outcomes by enhancing the coping mechanisms patients establish during the inpatient program.
- Successful re-accreditation as a provider of post-traumatic stress disorder mental health services to Department of Veterans' Affairs clients.

People

- Julie Ferguson of the Blacktown Raphael Centre was endorsed as New South Wales' first Perinatal Infant Mental Health Nurse Practitioner.
- Exercise Physiologist Simon Rosenbaum undertook research into the effects of exercise on the symptoms of Post-traumatic Stress Disorder.
- Appointed two new Visiting Medical Officers and a Clinical Psychologist with expertise in Dialectical Behaviour Therapy.

- Pastoral Practitioners successfully introduced Spiritual Assessment to the suite of assessments our clients undergo on admission and presented this work at the Mental Health Units Conference in Sydney.

Community

- Our Raphael Centre in Blacktown provided perinatal support services for 112 new clients in its second full financial year of operation.
- Partnered with the Parramatta Catholic Education Office to provide psycho-education and supervision to principals and teachers in rural and remote schools.

Year ahead

- Submit a proposal for redevelopment to the St John of God Health Care Board, which will increase bed capacity from 88 to approximately 108.
- Recruit a second Psychiatry Registrar, with a focus on alcohol and drug addiction.
- Continue to build capacity at our Raphael Centre outreach service in Tamworth through the provision of direct client care and staff mentoring.
- Continue to explore research opportunities in the areas of Perinatal Infant Mental Health and Post-traumatic Stress Disorder.
- Expand our Borderline Personality Disorders services.
- Present to the Congress of The Marce Society – the peak international body for Perinatal and Infant Mental Health – in France, on 'Establishing a Sustainable Perinatal and Infant Mental Health Service, Where to Begin and What to Do Next'.

New Zealand

St John of God Hauora Trust

Locations /

Christchurch area: St John of God Halswell, St John of God Waipuna, St John of God Addington (2 homes) and St John of God Selwyn (1 home).
Wellington: St John of God Wellington.

Acting Chief Executive Officer

Ms Robyn Molony

Beds / 101

Staff / 258

Services / Long-term residential support for people aged 18 to 65 with physical and neurological disabilities (Halswell and Waipuna); youth services and an Early Childhood Centre (Waipuna); and supported accommodation (Addington and Selwyn).



Services

- Opened St John of God Selwyn, a new six-bed supported-living community home for adults with a physical disability.
- Halswell's bed occupancy rate was 98% throughout 2011/12.
- Launched a specialty outpatient neurological rehabilitation service at St John of God Halswell in response to an identified gap for affordable rehabilitation, due in part to a reduction in available rehabilitation services due to Christchurch's earthquake damage.
- Launched a community-based eating awareness service, providing counselling and support to 57 clients affected by eating difficulties and body image issues.
- Added a second full-time team member to St John of God Waipuna's youth housing project. The project assisted 46 young people, many with infants and young children, into safe housing in 2011/12.

People

- Joanne Hope was appointed as Director of Mission for the Hauora Trust. Joanne has held leadership roles at St John of God Waipuna for 15 years.
- St John of God Halswell Allied Health Team Leader, Amelia Buick, attended World Youth Day in Spain.

Community

- St John of God Waipuna was awarded an Earthquake Support Coordination contract by the New Zealand Government, involving funding for three staff members to provide advocacy and practical support to Cantabrians adversely affected by the earthquakes.

Year ahead

- Launch an antenatal program at St John of God Waipuna. YP2B (Young Parents to Be) offers practical childbirth and parenting sessions in a supportive group setting to help equip young people for the birth of their baby.
- Develop a second supported-living home for six adults with physical disabilities at St John of God Selwyn.

Left to right: Donald, Facilitator Richard, Richard and Kerry take part in the twice-weekly, St John of God Halswell 'Man Shed': No limitations, just imagination.



Australia – National

St John of God Pathology

Established / 1940s in Western Australia and 1968 in Victoria

Locations / 23 laboratories and 138 collection centres throughout Western Australia and Victoria

Chief Executive Officer / Dr Lachlan Henderson

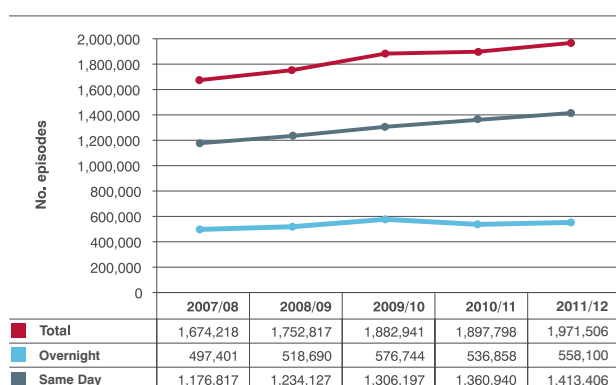
Staff / 1230

Services / Anatomical Pathology, Haematology, Biochemistry, Serology, Microbiology, Immunology and Molecular Pathology.



Performance snapshot

Pathology Episodes



Services

- Opened 11 new collection centres across Western Australia and Victoria, providing further growth opportunities and better outcomes for patients and medical practitioners.
- Fourteen laboratories were reassessed by the National Association of Testing Authorities (NATA) and received reaccreditation under the triennial accreditation system (p48).
- Histopathology and Cytology departments relocated from facilities at St John of God Geelong Hospital (p37) to the core laboratory on Ryrie Street in Geelong, making way for hospital development plans. Combining laboratory departments has improved workflow processes and communication between departments.
- Introduced front-end automation in our core Victorian laboratory at Geelong after extensive trials in our Western Australian laboratories in 2010, replacing manual specimen sorting and checking processes with a highly efficient automated system able to handle 1,200 specimen tubes per hour.
- Our core Western Australian laboratory at Osborne Park commissioned two state-of-the-art biochemistry analysers, which incorporate new technology in design and improve workflow efficiency.
- Introduced two specific screening tests for Human Papilloma Virus and Vaginitis/Vaginosis, which greatly improved reporting time for test results to referring medical practitioners.
- Developed and implemented regular training workshops between senior phlebotomy collectors and Notre Dame University medical students to teach clinical skills.

- Received an \$80,000 grant from the Royal Australian College of Pathologists to assist with refurbishment of our Ballarat laboratory.

People

- Pathology is actively involved in training the next generation of pathologists, with eight Pathology Registrars currently undertaking vocational training with our Pathologists (p57). Placements are funded by the Royal College of Pathologists Specialist Training Program, the Victorian Cancer Biobank Program and Barwon Health.
- Thirteen pathology collectors completed either Certificate III or Certificate IV in Pathology with the University of Ballarat.
- Twenty-four caregivers are currently enrolled in certificate studies for Laboratory Skills, Health Support Services and Pathology.
- Eight caregivers completed the in-house Diploma of Management.

Community

- Donated volunteer hours, household goods and toys to Ruah Refuge in Perth, which provides temporary accommodation for victims of domestic violence.
- Pathology Collector, Nicole Berends, volunteered in an orphanage in Cambodia for five weeks, teaching English, first aid and hygiene, as well as fundraising.
- A total of 144 caregivers volunteered with the Salt Works Bendigo Community meals program, helping prepare and serve meals.
- Raised over \$7,000 for Cancer Council Victoria through the Relay for Life marathon event in Victoria.
- Caregivers volunteered at Geelong's Uniting Church Soup Kitchen one night each week, providing meals for up to 100 homeless people per night.

Year ahead

- Upgrade biochemistry instrumentation in Western Australia and Victoria to ensure our continued provision of high quality diagnostic services.
- Continue to roll out community collection centres as part of ongoing growth strategies in a deregulated pathology market.
- Plan for a new pathology laboratory at the St John of God Midland Public and Private Hospitals (p20).
- Continue to implement solid growth strategies and operational efficiencies as we face the likelihood of further changes to industry funding.

Australia – National

St John of God Health Choices

Established / 2009

Locations / Ballarat, Bendigo, Geelong, Melbourne, Murdoch Subiaco, Warrnambool

Chief Executive Officer

Mr Steve Hall

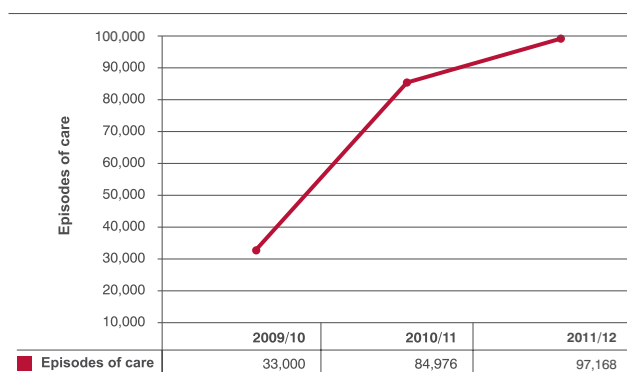
Staff / 161

Services / Hospital in the home, post acute care, community nursing, personal care.



Performance snapshot

Episodes of care



Services

- In our third year of operation, episodes of care increased by 14%, from 84,976 to 97,168 visits, as a result of significant growth across our sites; particularly at Bendigo, Warrnambool and Subiaco.
- Successfully applied to become a Commonwealth Approved Provider of Aged Care services, a requirement for delivering community and flexible care packages in the community. These packages provide nursing, personal care, home assistance and other services to support the aged to remain at home rather than entering residential care.
- Supported our hospitals in Ballarat, Bendigo, Geelong, Subiaco and Warrnambool in delivering the Department of Veterans' Affairs Enhanced Discharge Planning Program, which supports chronically unwell veterans with 14 days of nurse-led telephone support and GP and community service coordination after discharge from hospital.
- Launched a Hospital in the Home service in Ballarat in partnership with our Ballarat hospital. On average, this service frees up three hospital beds per day.
- Provided 334 urgent nursing visits to Ambulance Victoria clients in their home, reducing unnecessary ambulance transfers to hospital whilst ensuring individual needs are met.
- Ranked in the 95th percentile compared to other metropolitan home nursing providers in the independent Press Ganey patient satisfaction survey.
- Implemented ComCare, a single patient management system to replace multiple information technology systems to enable better management of patient appointments, staff rosters, schedules and billing.

People

- Appointed a Clinical Liaison team to support referring hospitals who transfer patients into our care.
- Appointed a Clinical Risk and Quality Manager to improve our clinical standards and manage accreditation requirements.
- Implemented Occupational Health and Safety initiatives to improve caregiver safety on the road, including a Safe Driving Handbook.
- Hosted St John of God Health Care Board members for an 'immersion experience', which enabled first-hand observation and increased understanding of our service delivery.

Community

- Supported an innovative art therapy program for homeless men at Ozanam House in Melbourne, providing funds for material and a therapist. Our caregivers also prepared and delivered meals to homeless men in inner Melbourne through the Ozanam House meals program.
- Organised a collection of towels and linen, and purchased reading material, for The Esther Foundation Women's Health Residential Program in Perth, which assists young women struggling with life controlling social and health issues.

Year ahead

- Expand Hospital in the Home services to other sites in Victoria and Perth.
- Develop a divisional learning and development framework and associated competency framework.
- Begin delivering community and flexible aged care packages.
- Continue to grow our services throughout Western Australia, particularly in the Mandurah and Midland regions.

Australia – International

Group Social Outreach and Advocacy Services

Established / 2002

Locations / Western Australia, Victoria, East Timor, Papua New Guinea

Group Director

Ms Anne Russell-Brown

Staff / 67

Services / In addition to overseeing group-wide strategy for development of Social Outreach and Advocacy

services operated by divisions, Group Social Outreach and Advocacy directly manages services in the areas of Early Years (Strong Family, Strong Culture), Youth (Horizon House) and International Health (development programs in East Timor and Papua New Guinea).



✿ *Our Social Outreach and Advocacy services aim to improve health and wellbeing where our expertise can have the most positive impact on people's lives.*

We focus on early years (conception to four years) and youth (12-25), early intervention and capacity building, and international health programs in the Asia-Pacific region, focusing on the themes of early intervention and capacity building.

Early years (conception-4)

- Appointed a Perinatal and Infant Mental Health Project Officer to assess community needs in the City of Swan (Western Australia), in partnership with the WA Mental Health Commission.
- Developed Aboriginal Perinatal and Infant Mental Health training for health professionals in regional and remote communities in Western Australia, Victoria and New South Wales with \$60,000 Australian Government funding.

Youth services (12-25)

- Opened Horizon House Dianella in Perth to support homeless, pregnant young women, with specialised antenatal and postnatal assistance and accommodation.
- New *headspace* partnerships established in Geelong, Bendigo and Warrnambool to deliver youth mental health and drug and alcohol support services.
- Partnered with the Hills Community Support Group's Kira House Project in Perth to provide support and accommodation for young women who have experienced domestic violence.

International health

- A first-year review of our East Timor Nursing Development Program by development expert Dr Elizabeth Reid AO highlighted significant achievements, noting the professionalism and commitment of caregivers and providing valuable recommendations relating to relationship building, reporting and skills development, to further enhance capacity building of Timorese nurses.
- Commissioned six new biochemistry analysers to build capacity in our Timorese pathology services.
- Appointed a Papua New Guinea Project Officer to coordinate health development initiatives with the Brothers of St John of God, focusing on primary healthcare.

People

- Timorese President Jose Ramos Horta presented each of our East Timor-based caregivers with certificates of appreciation for the organisation's contribution to the health sector.
- Recruited a new full-time pathology scientist, country manager, a specialist nurse, and two Timorese support staff, to expand our East Timor team to 15.
- Appointed an Occupational Health and Safety Officer to ensure the safety of our services and programs.
- Group Director Social Outreach and Advocacy, Anne Russell-Brown, was appointed to the Western Australian Social Enterprise Fund Advisory Group and the Fremantle Medicare Local Board.

Year ahead

- Open two new Raphael Centres - in Bendigo, Victoria and Murdoch, Western Australia - to meet community need for perinatal and infant mental health services.
- Further grow our Horizon House services including new homes in Western Australia and Victoria, outreach programs and partnerships with other providers to meet the diverse needs of young homeless people.
- Develop more early intervention youth mental health partnerships with organisations such as *headspace*, including in Osborne Park, Perth.
- Recruit new nursing and pathology positions in East Timor to develop capacity building programs and enhance our training and mentoring capabilities.





EXCELLENCE



“St John of God has a fantastically positive working environment with all staff driven toward providing the best possible patient care. Working one on one with consultants provides unique learning opportunities that cannot be found elsewhere.”

*Jessica Kierath, Junior Medical Officer,
St John of God Subiaco Hospital*

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EXCELLENCE IN CARE

✱ *Our commitment to patient safety and quality of care is managed via dynamic governance structures and processes, and through continuous monitoring of data and outcomes. We participate in qualitative and quantitative measures including incident reporting, patient satisfaction and evidence-based practice.*

We evaluate our performance through ongoing dialogue with patients, clients, peak industry bodies, the community and government representatives, which assists us to continually improve as we strive towards best practice and excellence in care.

Clinical risk management

Our quality and clinical risk management systems ensure patient safety and quality outcomes, enabling us to identify high risk issues and potential adverse events so we can implement preventative procedures.

The Australian Commission for Safety and Quality in Health Care has developed 10 National Safety and Quality Health Service Standards to help protect patients from harm and improve the quality of health care. The standards will apply to all hospitals and some health services from January 2013. In September 2011, we conducted a gap analysis in nine of our Western Australian and Victorian hospitals and used the results to form a group approach to address the requirements of the Standards to assist our divisions with implementation.

Marvin, the 'da Vinci robot' performs a prostatectomy alongside Subiaco caregivers. Marvin is the only surgical robot in Western Australia and has performed more than 500 procedures.

Our key initiatives in quality and clinical risk management this year include:

Accreditation

Our 13 Australian hospitals are accredited by the Australian Council on Healthcare Standards (ACHS) under its Evaluation and Quality Improvement Program (EQulP). This occurs on a rolling four-year cycle incorporating Periodic Review and Organisation-wide Survey.

In 2011/12, Ballarat, Berwick, Bunbury, Geelong, Frankston and Pinelodge underwent Periodic Review, and Bendigo and Murdoch underwent Organisation-wide Survey. Of those, the following have received reports so far:

- Murdoch received an Outstanding Achievement for waste and environmental management and 25 Extensive Achievements out of 44 criteria.
- Bendigo received 23 Extensive Achievements out of 47 criteria.
- Ballarat received 11 Extensive Achievements out of 15 criteria.
- Bunbury received 9 Extensive Achievements out of 15 criteria.
- Geelong and Pinelodge both received 6 Extensive Achievements out of 15 criteria.

Our Pathology laboratories are accredited by the National Association of Testing Authorities (NATA) and, this year, 11 out of 22 laboratories (Ararat, Bendigo, Berwick, Castlemaine, Colac, Essendon, Geelong, Horsham, Portland, Stawell and Warrnambool) were reaccredited under the triennial accreditation system.



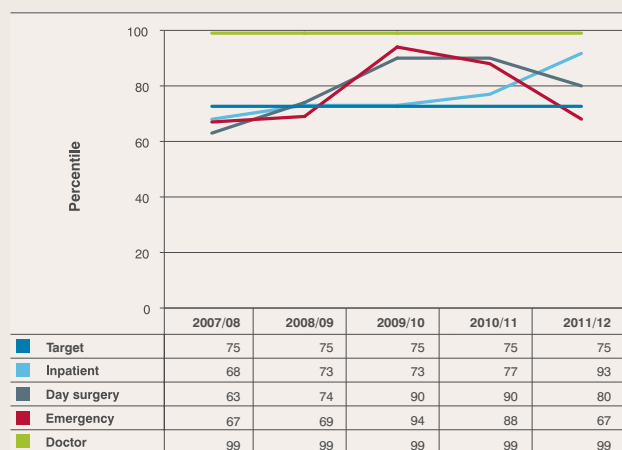
For the first time in 2011/12, our laboratories were reassessed under NATA's Alternate Surveillance Program, which assesses all aspects of our quality management system over a three-year period and includes at least two assessments with as little as 10 days' notice. Acceptance into this program is granted on the basis of consistently superior performance and an undertaking to ensure any weaknesses identified in one laboratory are remedied systematically across all laboratories, requiring a well-coordinated approach.

Our New Zealand residential facilities for people with a disability, St John of God Halswell and St John of God Wellington, are certified by the New Zealand Ministry of Health and are fully compliant with the New Zealand Health and Disability Services Standards. St John of God Waipuna is approved and contracted as a service provider by the New Zealand Ministries of Health and Social Development as well as the Canterbury District Health Board.

Satisfaction surveys

St John of God Health Care again achieved outstanding results in the independent and nationally benchmarked 2011/12 Press Ganey satisfaction surveys. We were ranked the number one private hospital operator in Australia by doctors, and achieved top quartile performance in inpatient and day patient surveys compared to all surveyed hospital operators in Australia – public and private (see graph below).

Satisfaction surveys – Group results



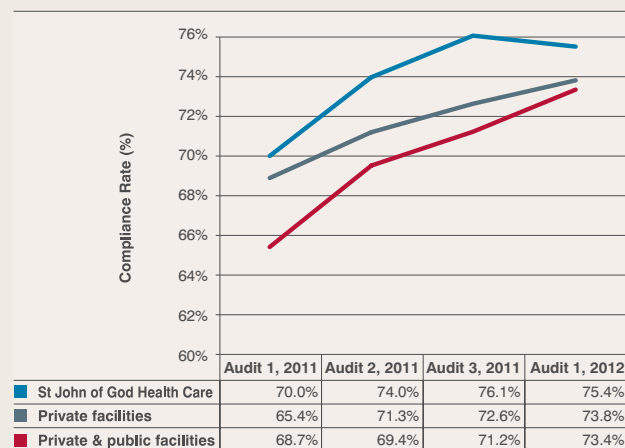
Infection control

We participated in the National Hand Hygiene Australia Initiative to improve hand hygiene compliance by health workers and the public – a vital aspect of infection prevention. Our overall mean compliance rate exceeded those in the private and national (private and public facilities) sectors for each audit period in 2011/12 (see graph at right).

Our compliance rates improved slightly this year as a result of a 'Five Moments of Hand Hygiene' education program, and ongoing improvement remains a key focus. Our divisions continually review their hand hygiene education in order to improve compliance and increase awareness of its importance.

Our Western Australian divisions began benchmarking Staphylococcus Aureus Bacteraemia (SAB) on the MyHospitals website in March 2012 to evaluate the effectiveness of their infection control programs, including hand hygiene. SAB rates were benchmarked for the period 1st July 2010 to 30th June 2011, with each hospital reporting below the national benchmark of two SAB cases per 10,000 days of patient care.

Mean hand hygiene compliance rates



Correct Person, Correct Procedure, Correct Site Policy

This policy was implemented in 2011 to enforce multiple checking to minimise the possibility of 'wrong site' surgery errors. There has been a decrease in the number of adverse events since the implementation of the policy, and we are fostering a culture of greater awareness, demonstrated through increased compliance with checking procedures. The first audit of the policy, completed in 2011/12, revealed:

- Overall group documentation compliance result had improved from 77.5% in 2010 to 84.9% in 2011.
- Steady improvement in 'observation of practice' rates, from 88.5% in 2010/11 to 92% in 2011/12.
- The most common area of deficiency was 'Marking of the Site'.

Patient safety DVD

This was implemented in all divisions in 2011/12 and is accessible within our hospitals, on YouTube and via our website. It explains safety procedures and encourages patients to ask questions and provide feedback to the health professionals treating them, to ensure safety and quality and to encourage patients to participate in their own care.

Pressure ulcers

An annual pressure ulcer prevalence survey to monitor and revise management strategies resulted in a decrease in pressure ulcers from 8.4% in 2010/11 to 7.2% in 2011/12 and the rate of hospital-acquired ulcers decreased from 5.2% to 3.7%.



Our Frankston Rehabilitation Hospital nurses engage patients in bedside handover to ensure safety and quality care. The Hospital's handover technique has been recognised as Best Practice by the USA-based 'The Advisory Board Company'.

Excellence in nursing and midwifery practice

Nursing and Midwifery Standards of Excellence

The St John of God Health Care Nursing and Midwifery Standards of Excellence were developed in 2011 with the objective of creating and sustaining a practice environment which enables nurses and midwives to do their best work, deliver safe and high quality care and create an enriching experience for patients.

The one year pilot concluded in June 2012. The implementation of one or more of the standards resulted in a significant improvement in our nurses and midwives' perception of their work environment (p56).

The Nursing and Midwifery Standards of Excellence will be implemented in all St John of God Health Care divisions in 2012/13.

Nursing reference groups

Nursing clinical reference groups provide clinical expertise and leadership, promote liaison and idea-sharing between divisions, foster a culture of evidence-based practice and make appropriate recommendations to the Group Nursing Leadership Team. Reference groups help ensure compliance with the National Safety and Quality Health Service Standards (p48) in the key clinical areas of wound management, falls prevention and management, blood products and medication management.

In addition to these groups, we have specialist reference groups in areas of identified high risk, including maternity and paediatric services.

Key achievements by our clinical reference groups in 2011/12 include:

Paediatric services – as a result of our 2010 paediatric services review, we developed eight high-risk policies and developed mandatory education programs for caregivers working with children. This approach was designed to prevent adverse events by standardising evidence-based care.

Maternity services – updated and audited key policies including Identification of the Neonate, Photographing During Birth and Rooming-in Policy.

Falls prevention – implemented a set of evidence-based, validated Falls Risk Screening and Assessment Tools, as recommended by the Australian Commission on Safety and Quality in Health Care.

Wound management – implemented two new evidence-based tools across our hospitals to improve wound management: the 'Braden Scale' Pressure Ulcer Assessment Tool, and the 'STAR Skin Tear Classification System' for management of skin tears. A comprehensive Skin Tear Prevention and Management Toolkit, including patient, carer and caregiver education, will be developed in 2012/13.

Peri-operative services – this ongoing review aims to improve service efficiency in operating theatres, including assessment and greater standardisation of medical and surgical purchasing and of clinical quality performance indicators.

Information technology

Information Services has completed a number of projects this year designed to enhance clinical service delivery and improve patient outcomes.

We began installing wireless technology in operating rooms and doctor lounges in our hospitals, to provide clinicians with fast, unrestricted internet access to perform clinical research, and view pathology results and digital x-ray images.

We implemented a new electro-foetal monitoring system, K2 Guardian, to enhance the safety of obstetric services. The system provides centralised nurses' station monitoring of all delivery rooms and remote access for obstetricians.

Pastoral services

Pastoral Service is integral to our Mission and a significant element of our holistic approach. It provides patients and families with an opportunity to reflect on and engage in the spiritual and emotional dimensions of their healthcare.

Our professionally-trained Pastoral Practitioners relate to patients and families through a specific relationship that recognises the interdependence of physical, psychosocial, spiritual and emotional elements of health.

Pastoral Services are available to all patients, residents and their families regardless of culture, religion or spiritual orientation.

Our major achievements this year include:

- Creating a standardised approach to documentation of pastoral service provision in patient records.
- Developing and piloting a Pastoral and Bereavement database to capture information relevant to referral patterns, pastoral interventions and bereavement follow up.
- Two of our Pastoral Practitioners delivered presentations on bereavement support at the WA Cancer and Palliative Care Bereavement Research Symposium in October 2011.

- Three of our Practitioners presented at the Spiritual Care Australia Conference in April 2012. Presentations included 'Connecting Through Early Pregnancy Loss' and 'Pastoral Care as Hearing the Inarticulate – A Mental Health Perspective'.
- Our Group Coordinator Pastoral Services was elected Vice President of the Board of Spiritual Care Australia, the professional association for practitioners in chaplaincy, pastoral service and spiritual services.
- Continuing to address succession planning by:
 - Developing a pastoral career path structure for our practitioners.
 - Supporting three of our pastoral practitioners to undertake Clinical Pastoral Education supervisory training.
 - Delivering Clinical Pastoral Education programs at our Ballarat, Bunbury, Murdoch and Subiaco hospitals with 14 participants.
 - Developing guidelines for the clinical supervision of pastoral practitioners – a requirement of all pastoral practitioners.

In the year ahead, we plan to:

- Continue to address succession planning through increased provision of training programs and exploring opportunities for supervisory-level formation.
- Appoint a part-time pastoral educator for our Victorian divisions.
- Support a caregiver from Pinelodge Clinic to achieve pastoral supervisor status.

Our Pastoral Services are an integral part of our Mission to care holistically for all who come into our care.



Palliative care

When an illness can no longer be treated, our focus is on maintaining the dignity of each person by supporting emotional, spiritual and social needs, and minimising pain and suffering.

Each of our hospitals provides a palliative approach to care while six of our hospitals – Murdoch Community Hospice, Subiaco, Geraldton, Bunbury, Warrnambool and Geelong – provide specialist palliative care.

We have continued to build capacity and confidence in caring for palliative patients this year through a focus on professional development and best practice.

Our major achievements include:

- Supporting a Palliative Care Clinical Nurse Consultant to train as a Nurse Practitioner in Palliative Care.
- Providing specialty palliative placements for medical students from Notre Dame University at our Subiaco Hospital and Murdoch Community Hospice.
- Six of our hospitals participated in the National Standards Assessment Program, which enables specialist palliative care service providers to undertake consistent self-assessment against Standards for Providing Quality Palliative Care for All Australians as part of their quality improvement activities.
- Four of our hospitals participated in the Palliative Care Outcomes Collaboration, and two participated in the National Collaborative Outcomes Project, Assessment and Care Planning – both Commonwealth funded national initiatives designed to assist organisations achieve best practice in palliative care.
- Bunbury hospital appointed a Palliative Care Specialist in February 2012.

In the year ahead, we will focus on building capacity in each of our current initiatives and continue to strive to deliver the highest quality palliative care for our patients.

Our caregivers live our Mission and Values in all their interactions. Pictured, Bendigo Discharge and Department of Veterans' Affairs Coordinator, Sue Burke, speaks with a veteran.



Awarding excellence 2011/12

 We actively encourage participation in external award programs as a way of validating and benchmarking our performance. It is also an important indication to the community that our people excel in many areas of professional practice and in delivering Service Ethos (p62).

Recipient	Award	Awarded for
St John of God Health Care	Silver Award Australasian Reporting Awards	Excellence in reporting Annual Report 2010/11
St John of God Berwick Hospital	State Silver Award 2011	Medibank Private Hospital Experience Survey
St John of God Bunbury Hospital	State Bronze Award 2011	Medibank Private Hospital Experience Survey
St John of God Geelong Hospital	State Bronze Award 2011	Medibank Private Hospital Experience Survey
Jan Kinloch <i>President of Hospital Auxiliary</i>	Highton Kardinia Rotary Club Volunteer of the Year 2011	Service to the Geelong community
Cathie Mahar	Highton Kardinia Rotary Club International Health Volunteer of the Year 2011	Service to the health care community (Geelong and East Timor)
Suzanne Higgins	Master of Mental Health (perinatal and infant) New South Wales Institute of Psychiatry The Director's List of Academic Excellence	For maintaining a distinction average across three year degree
St John of God Murdoch Hospital	Outstanding Achievement Australian Council on Healthcare Standards accreditation	Waste and environmental management
Kerry Brenzi	Catholic Health Australia Nurse of the Year	Recognition of the significant and compassionate way Kerry works with grieving parents
St John of God Subiaco Hospital		
Elimia Palatroni and Julie Nicholas	Catholic Health Australia Nursing and Midwifery Unit Managers Development Program	Professional development grant for nurses and midwives working in Catholic hospitals to further their studies
Catering Department	National Systems Excellence Award for Food Safety Management	Demonstrating exceptional management systems that exceed standard requirements and show innovation and leadership
St John of God Waipuna		
	Greater Canterbury Social Service Sector Award	Leadership following the 22nd February 2011 Christchurch earthquake
	Greater Canterbury Social Service Sector Award	Innovation following the 22nd February 2011 Christchurch earthquake
St John of God Warrnambool Hospital		
Women's Wellbeing Group	National social inclusion award	\$6,000 social inclusion award for their work with the chronically disabled as a result of mental illness
Women's Wellbeing Group	Joint winner of the Western District Employment Access 2012 Social Inclusion and Collaboration Award	Holistic approach to supporting women with a mental illness and low self esteem

EXCELLENCE IN RESEARCH

✱ *Active participation in research is a major priority for our organisation, and a key element of the Our Vision 2010-2014 document, as we strive to foster a strong research culture that enhances clinical practice standards.*

Our focus is on 'bench to bedside' (translational) research, particularly in the areas of oncology, nursing and mental health. At its heart is a desire to improve outcomes for patients and their quality of life. The majority of our research is comprised of multicentre oncology trials investigating new medications and therapeutic combinations for cancer treatment.

We also seek to address areas traditionally under-researched that will benefit most from our involvement, under the broad categories of mental health, social outreach and community health care, palliative care, nursing and allied health. Areas of research include postnatal depression, post-traumatic stress disorder, provision of palliative care in a rehabilitation setting, and team nursing models of care.

With a view to developing best practice in research, in 2010 we invited internationally recognised research expert Professor Colin Johnston AO to review our Perth hospitals and Pathology research program. In 2011/12, the first recommendations of the resulting Johnston report were implemented, including:

- Established two new professorial positions at our Murdoch hospital (p58) to guide caregivers in collaborative research efforts with universities and mentor junior researchers.
- Employed three Clinical Trial Coordinators at our Subiaco and Murdoch hospitals.
- Created an online presence promoting our research activity on the St John of God Health Care website.
- Delivered an inhouse research ethics training program for members of our Ethics Committee and our researchers, aiming to embed ethical practices in research.

The second stage of the Johnston Report recommendations will be implemented in 2012/13, including: developing a Research Governance Framework to help researchers gain ethical approval and manage risks, implementing a comprehensive communication strategy to promote our involvement in research, and exploring further academic appointments.

Our pathology division plays an integral role in research, including through its work with the Victorian Cancer Biobank, where biospecimens are collected and stored for use in facilitating cancer research. Pictured, Medical Scientist, Kevin Stuart, examining a blood film.





Researchers at our Subiaco Clinical Trials Unit test samples for colorectal cancer research

Research approvals

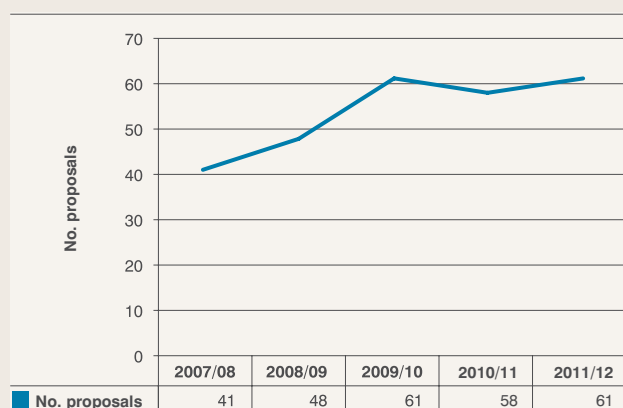
There has been an upward trend in research activity over the past five years (see graph below), although this growth has stagnated in the past two years due to an increasingly competitive research environment and obstacles in research workforce development and obtaining funding.

The St John of God Health Care Ethics Committee approved 61 studies in 2011/12. Of those, 22 (36%) were multicentre clinical trials while 39 (64%) were exclusive to St John of God Health Care.

Consistent with previous years, the majority of research related to oncology (18 studies). The next largest cohorts of research were mental health (seven studies), pathology (six studies) and nursing (five studies).

The majority of research activity took place at our Subiaco hospital, (56% of studies) with many of those supported by the Bendat Family Comprehensive Cancer Centre. A further ten of our hospitals, our pathology service and our Social Outreach and Advocacy service were also involved in research in 2011/12. Two major, ongoing nursing studies (p56) involved all divisions.

Research proposals



Research highlights

St John of God Subiaco Hospital

The St John of God Subiaco Hospital Clinical Trials Unit has gained an impressive reputation nationally and internationally for its high quality data management, ethical conduct and ability to recruit patients.

The unit conducts a wide range of oncology clinical trials, aimed at making new cutting-edge treatments available to cancer patients under closely monitored trial conditions. Current clinical trials encompass colorectal, breast, prostate, sarcoma and ovarian cancer.

In 2011/12, Subiaco launched an Anaesthesia Research Unit (p30) in affiliation with the University of Western Australia – the first of its kind in a private hospital in Australia. The unit will provide vital support for anaesthesia research.

St John of God Burwood Hospital

Burwood hospital (p40) continued its strong focus on perinatal mental health research through its Perinatal Women's Mental Health Unit, led by Chair of Perinatal and Women's Mental Health, Professor Marie-Paule Austin. The unit's activities this year included:

National

- Secured National Health and Medical Research Council funding of more than \$1 million over three years (\$304,125 in 2011/12) in partnership with *beyondblue*, the national depression initiative, to examine the impact of Australian perinatal mental health reforms on service utilisation.
- Secured *beyondblue* funding of \$400,000 to explore the impact of antidepressant exposure in pregnancy on infant development.
- Surveyed psychosocial assessment in 1800 women through the Australian Longitudinal Survey of Women's Health, which found that one third of women delivering babies in the private sector are not obtaining adequate psychosocial care.
- Ongoing study into the effects of the 2011 Queensland floods on pregnant women, their pregnancies, and their children's early development.

International

- Ongoing study examining the impact of maternal anxiety in pregnancy on infant behaviour regulation, with 224 participants now recruited.
- Gained funding to pre-pilot Prof Austin's model of integrated perinatal psychosocial care in Canada.

Nursing and midwifery research

Our nursing and midwifery research is guided and supported by the Nursing, Midwifery and Allied Health Research Council, and has been buoyed this year by the appointment of Chairs of Nursing at our Subiaco and Murdoch hospitals, which will bring an increased level of expertise and rigour to research.

The council supports the active participation of all divisions in research to contribute to the development of evidence-based care.

This year we continued work on two major studies:

Bowel intervention study

This large, multi-site study continued in 2011/12 with seven hospitals evaluating the post-operative bowel protocol tool trialled at Murdoch hospital in 2010. The study aims to improve management of post-operative analgesia-related constipation. Early results are looking positive with final results, available in early 2013, likely to have a significant impact for orthopaedic patients as well as other post-operative patients.

Assessing the St John of God Health Care nursing and midwifery practice environment

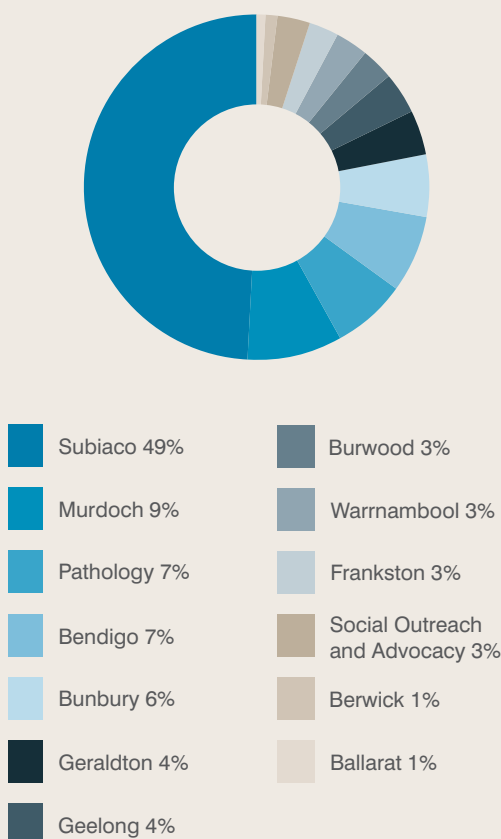
This research utilised the Practice Environment Scale – Australia, a tool used to measure the practice environment prior to a 12-month trial of our Nursing and Midwifery Standards of Excellence (p50) and then again post-implementation in June 2012.

Results from pilot research found that our nurses and midwives indicated each of the five subscales of the Practice Environment Scale were present in their work environment: nurse participation in hospital affairs; nursing foundations for quality of care; Nurse Unit Manager ability, leadership and support of nurses; staffing and resource adequacy; and collegial nurse-doctor relations.

Following implementation of one or more of the Nursing and Midwifery Standards of Excellence, this perception further improved (p50).

In 2012/13, we will be extending the scope of this study to each of our Australian hospitals, increasing the sample size from 250 to approximately 3,346 nurses and midwives.

Research proposals submitted by site



EXCELLENCE IN EDUCATION AND TRAINING

✱ *St John of God Health Care is committed to ensuring the future sustainability of the Australian healthcare workforce. We continue to expand our delivery of medical, nursing and midwifery education and training, and build strong partnerships with major Australian universities in regions in which we operate. St John of God Health Care offers quality educational experiences for pre-clinical and clinical students across undergraduate and graduate programs.*

Medical education and training

Graduates from Australian medical schools will increase from 1,914 in 2009 to an anticipated 3,108 in 2014 and public hospital intern placements are not increasing at the same rate. Consequently, private hospitals must play a greater role in training the future medical workforce.

We directly employed 43 Resident Medical Officers in 2011/12, in addition to 52 Registrars. We received approval for 33.5 FTE positions through the Commonwealth Government's Specialist Training Program (STP), receiving approximately \$3.3 million in funding to assist with STP trainee salaries. We also received approximately \$1.2 million in additional funding in 2011/12 for upgraded infrastructure and support for supervisors and specialist trainees, as well as supervisor grants that were used to sponsor attendance at conferences and courses. We successfully secured funding through this program for six Pathology Registrars in our Geelong, Ballarat and Subiaco laboratories for 2012, two more than achieved in 2011.

We partnered with nine university medical schools across Western Australia and Victoria to provide student education, and this year had 573 medical students rotating through our hospitals and pathology. Our training covered a wide range of medical and surgical specialties, including medicine, surgery, palliative care, pathology, emergency, orthopaedics, obstetrics and oncology.

We received Commonwealth funding for six Pathology Registrars in 2012. Pictured: St John of God Pathologist Dr Sharon Wallace, left, with Registrars Dr Rhonda Pawlowski and Dr James Webster





Our Bendigo hospital partners with La Trobe University to train nursing students. Pictured, Registered Nurse Amy Morris supervises a student checking a patient's temperature.

St John of God Subiaco Hospital (p30) is our major employer of junior medical officers, providing flexible, specialist-led training for 30 Resident Medical Officers and eight Registrars in 2011/12. The hospital partnered with the University of Western Australia to establish a fully funded onsite Medical Student Coordinator position to enhance students' educational experience through better coordination of teaching rotations and tutorials. The hospital also created a new role of Director of Postgraduate Medical Services, to work with the Junior Medical Officer Education Coordinator to improve teaching unit structure and function.

Our Murdoch hospital (p28) received a \$1.3 million grant under the Commonwealth Department of Health and Ageing's More Doctors and Nurses for Emergency Departments initiative in 2011, to implement an Emergency Department Clinical Training and Coordination Enhancement Project. The project builds capacity and increases the standard of clinical training and supervision provided to emergency medicine trainees and students, and included the appointment of a Professor of Emergency Medicine/Director of Medical Teaching and Education, to provide academic leadership in undergraduate and postgraduate medical education.

We continue to plan for future doctor training and will introduce two new specialist-led training programs for Junior Medical Officers in January 2013. The Surgically Mentored Applied Practice, Research and Training (SMART) and Vocational Introductory Physician Experience Rotation (VIPER) programs will include unique opportunities, such as supervised research by PhD Scientists and Post-Doctoral Fellows. Aspiring specialists will also experience new opportunities for participation in social justice and community outreach activities locally and internationally.

Our future challenges include workforce sustainability, staffing the new St John of God Midland Public and Private Hospitals (p20) and access to funded and accredited intern positions. We are exploring opportunities for the creation of funded intern positions in our Western Australian hospitals in conjunction with the Western Australian Department of Health.

Nursing and midwifery education and training

With the long-term sustainability of the nursing and midwifery workforce remaining a significant industry challenge, St John of God Health Care has ensured consistent growth in graduate places to meet future demand. While there was a small decline in the number of Registered Nurse (RN) graduate places offered this year, as a result of lower than predicted RN retirement, we increased Enrolled Nurse (EN) graduate numbers by 22% with new programs beginning at Ballarat and Geelong in 2012. The overall number of student days also continued to increase year on year (see table below).

Graduate RN places

2009	2010	2011	2012
107	111	128	117

Graduate EN places*

2010	2011	2012
29	54	70

RN student days

2009	2010	2011
22,022	23,666	25,672

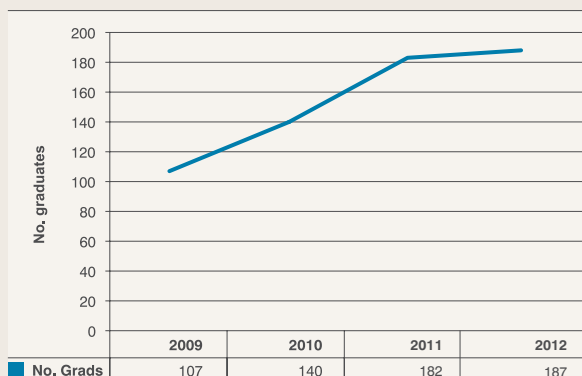
EN student days

2009	2010	2011
4,380	6,296	6,592

*We began offering formal EN graduate programs in 2010.

We partnered with 15 universities and 18 TAFEs and Registered Training Organisations in 2011/12 to provide high quality student placement experiences in a variety of settings including: acute care, midwifery, mental health, community nursing and rehabilitation.

Graduates in RN and EN Programs



Health Workforce Australia grants

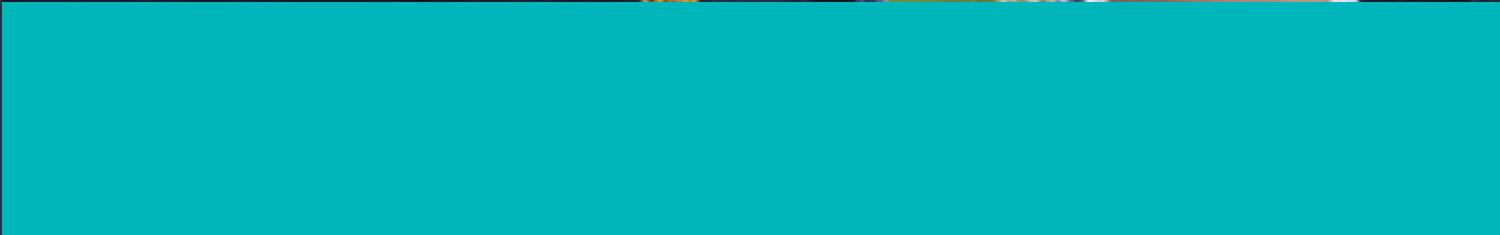
In 2010 we formed a Catholic consortium with St Vincent's and Mercy Private Hospital, St Vincent's Public Hospital, Mercy Health, and Australian Catholic University to obtain a \$1.2 million Health Workforce Australia (HWA) grant to increase our clinical training capacity. This funding facilitated the development of educational and clinical training facilities at our Berwick, Geelong, Frankston, Pinelodge and Warrnambool hospitals and provided recurrent funding for facilitating an increased number of student clinical placement opportunities.

We continued to collaborate with our industry partners to access HWA funding to increase capacity for student and caregiver education, including:

- **Satellite Midwifery School** – Subiaco hospital (p30) developed a satellite midwifery school in partnership with Notre Dame University to increase midwifery student numbers. HWA funding of \$1,072,084 was used to build the satellite centre onsite at Subiaco hospital and to purchase equipment for a lecture theatre, video conference and simulation delivery suite. The first students will begin using the facility in July 2012.
- **MURTEC** – Murdoch Hospital (p28) began construction of the St John of God Murdoch Training and Education Centre (MURTEC), with HWA providing \$223,737 funding for simulation equipment. The centre is due for completion in August 2013.
- **Small Capital and Equipment Program** – purchased small capital and equipment, such as audiovisual equipment and mannequins, for our hospitals in Bendigo, Berwick, Geelong and Warrnambool, and Health Choices.
- **Simulated Learning Environments Program** – currently developing a mental health Simulated Learning Environment program in our Burwood (p40) and Richmond (p41) mental health facilities in New South Wales.

Ballarat Emergency Doctor, Dr Vince Russell, supervises Medical Student, Lauren Schmitt, from the University of Notre Dame, Ballarat Rural Clinical School.







“Working at St John of God Geelong Hospital has been a wonderful opportunity for me as part of my nursing career. The hospital has a unique organisational culture that I have admired and will always cherish. The hospital demonstrates a patient-centred approach, and support amongst caregivers is just amazing.”

Tafadzwa Kamba, Graduate Nurse

PEOPLE



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Photo: Tafadzwa Kamba (Graduate Nurse), Laura Sparks (Registered Nurse) and Julia Gore (Student Midwife) from our Geelong hospital.

People

✱ Our Values – Hospitality, Compassion, Respect, Justice and Excellence – guide caregivers as they deliver our distinctive care and work with one another as St John of God people.

Our culture is fundamentally centred on respecting and cherishing the innate dignity of each person. It reflects the heritage and traditions of our founders (p7).

We use the term 'caregiver' to describe the majority of employees because each person, regardless of their role, contributes to the health and wellbeing of the people and communities we serve.

Service Ethos

Service is central to how we bring our Mission to life. Our development programs (p68) aim to support and develop 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 to our effectiveness.
- Governance and management of resources is key to our success (p85).
- Feedback and evaluation about how well we're doing is crucial (p48).

Every caregiver is introduced to our Service Ethos at orientation and we strive to ensure its integration throughout the organisation through:

- Award and recognition processes.
- Performance review and development conversations.
- Celebrations, such as the Feast Day of St John of God.

Directors of Mission

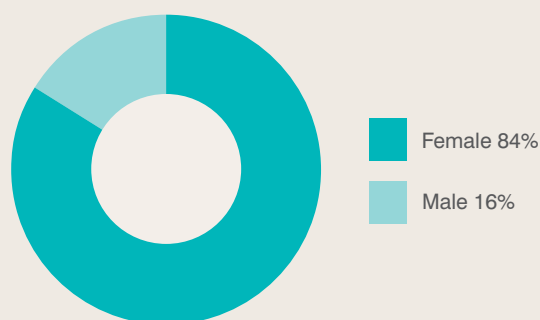
We employ Directors of Mission at each of our services to protect and enhance our culture. Directors of Mission provide leadership in promoting our Mission and Values and strengthening our Catholic identity. The role requires a grasp of the complexity of services being delivered and the moral, ethical and social expectations on us as a Catholic organisation; personal faith commitment; and high level organisational development skills.

Workforce

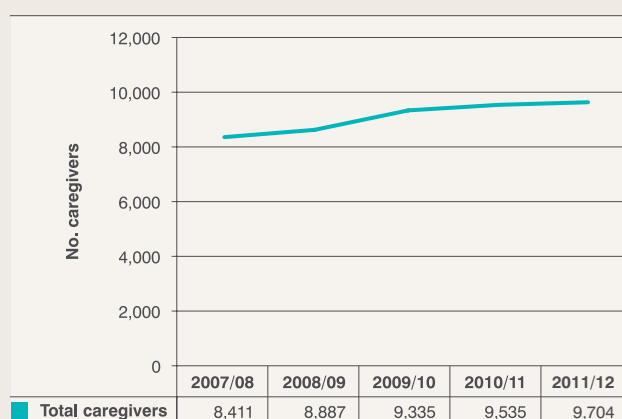
We employ 9,704 (6,299 full time equivalent) caregivers, with an average age of 44. Nurses and midwives comprise 43% of our caregivers.

In addition to the 312 doctors we employ, 3,247 private specialists are accredited to treat patients at our hospitals.

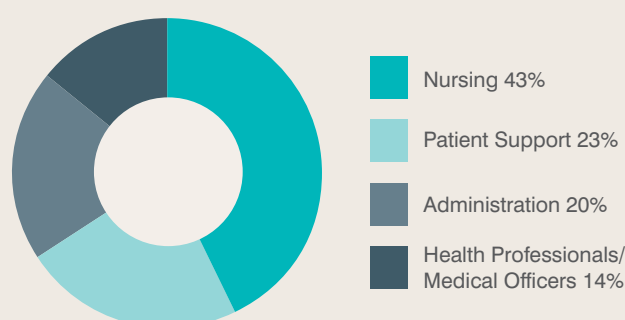
Workforce gender profile



Workforce numbers as at 30 June 2012



Workforce profile



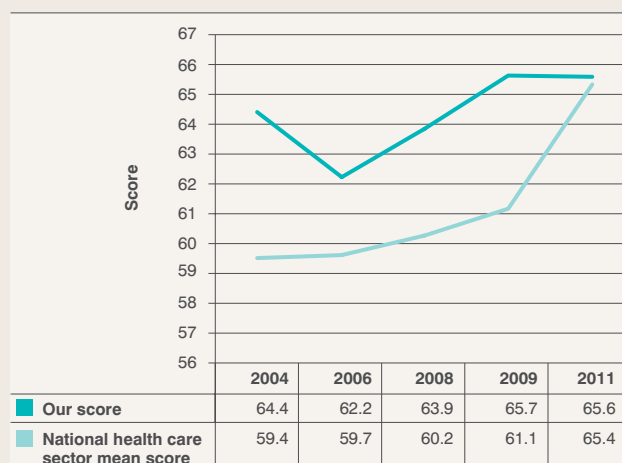
Caregiver satisfaction

We measure caregiver satisfaction through biennial independent Press Ganey Caregiver Satisfaction Surveys. We achieved a record response rate this year of 56% (43% in 2009), with seven divisions choosing to conduct their survey online.

Our results this year:

- Our overall mean score of 65.6 was slightly below our 2009 score of 65.7, with changes to Press Ganey's method of score calculation a factor. For the 7th consecutive survey, we scored above the industry mean (65.4 as at June 2012).
- Caregiver satisfaction improved in all 15 major areas of the survey, with the biggest improvements in Senior Leadership, Management of Change and Supervision.
- Our highest ranking area was Caregiver Benefits, achieving a score in the top 25% of the national health care benchmark.

Caregiver satisfaction survey results



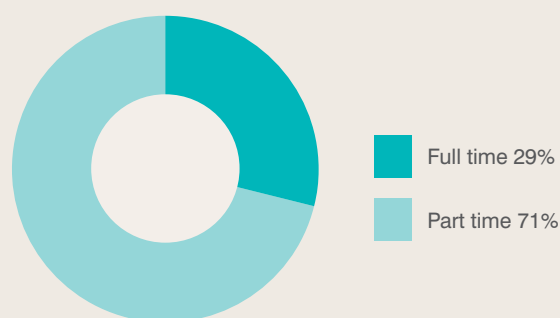
Work-life balance

Our commitment to helping our caregivers balance their personal and working lives is fundamental to our culture, evidenced particularly by the 71% of our permanent workforce who are employed part-time.

We offer our caregivers flexible work options which enable them to vary their working arrangements, such as hours of work, work location, and the way work is organised. Flexible Work Options Guides assist caregivers and managers in applying for, and negotiating, flexible work options.

This year, our Murdoch hospital (p28) implemented a vacation care program for caregivers' children aged 5 to 12 years, to assist caregivers during school holiday periods. Forward planning for hospital expansions in the near future includes investigation of childcare facilities.

Providing flexible work options through part time work



Parental leave

The Federal Government's Paid Parental Scheme came into effect in July 2010, providing 18 weeks paid leave at minimum wage (\$606.40 per week before tax). Combined with our generous paid parental leave scheme, our caregivers receive income for a minimum 28 weeks of their parental leave in addition to any other accrued leave entitlements they wish to use.

In 2011/12, 339 caregivers began parental leave and 359 caregivers completed parental leave. Most caregivers return to work at the completion of their parental leave, to a combination of full-time, part-time and casual roles and flexible working hours. Breastfeeding facilities are widely available across our hospital divisions.

During parental leave, caregivers can participate in training and development programs and communication forums to stay in touch with their workplace.

Equal opportunity

Our comprehensive Conduct, Equity and Justice Policy articulates our commitment to equal opportunity and is reflective of our culture. It ensures the rights and responsibilities of all caregivers are clear and transparent, and can be invoked when required.

Highlights in 2011/12 include:

- As part of our commitment to the Australian Employment Covenant's 50,000 Sustainable Indigenous Jobs campaign, we developed an Indigenous Employment Policy and are committed to creating at least 90 positions for Indigenous Australians, in recognition that meaningful employment is a critical factor in indigenous health and wellbeing.
- Began developing a Reconciliation Action Plan (RAP), formally declaring our intention to contribute towards closing the gap in education, employment and health outcomes for indigenous Australians. A group-wide working party has met monthly since November 2011 and each member has connected with an Aboriginal reference person who has provided input. The RAP will be registered with Reconciliation Australia, and implemented group-wide in early 2013.
- Work continued on our Disability Access and Inclusion Plan, with all facilities audited in terms of physical access, formation activities to help caregivers better understand the place of disability within the workplace, and a review of our recruitment processes to ensure they are supportive of disability employment. A full time Disability Access and Inclusion Plan Project Manager was appointed in April 2012.
- We included three new questions in our Press Ganey Caregiver Satisfaction Survey about workplace diversity, with 96% of caregivers agreeing that their workplace was accepting and supportive of caregivers who are of Aboriginal and Torres Strait Islander descent, come from culturally and linguistically diverse backgrounds, and have a disability.

- As a not-for-profit organisation employing more than 100 staff, we are required to report annually to the Federal Government about what we are doing to support women in the workplace, pursuant to the *Equal Opportunity for Women in the Workplace Act 1999*. We received confirmation in June 2012 that we are fully compliant with the legislation in each category, including recruitment and selection, conditions of service, and leadership and succession planning.

Employee benefits

As an attractive and principled employer, we offer a substantial package of benefits to our caregivers, including:

- Salary Packaging – an optional benefit available to our caregivers due to our not-for-profit status, allowing caregivers to allocate part of their pre-tax income towards a range of expenses, resulting in a net tax saving. In 2011/12, 76% of eligible caregivers accessed this widely-promoted benefit.
- Employee assistance program – we provide access to an employee assistance program for caregivers and their immediate families, providing confidential counselling and support. This continues to be well-utilised and valued by our caregivers.
- Employer sponsored wellness activities – we encourage and fund caregiver participation in a range of health, fitness and wellbeing activities. A major group-wide fitness initiative is our participation in Global Corporate Challenge, the world's largest corporate health initiative designed to address health issues arising from longer work days, sedentary occupations and little or no exercise. Participation increased significantly this year from 329 participants in 2011 to 595 in 2012.
- We also participated in FebFast, a month-long abstinence from alcohol to raise awareness and funds for young Australians struggling with substance abuse. St John of God Health Care's funding of \$3,175 allowed 139 caregivers to participate and raise over \$12,000 for drug and alcohol support services.

Our 308 Group Services caregivers' professions include law, accountancy, public relations/marketing, human resources and information services. Pictured: South Melbourne Group Services' office.



Workforce planning

Workforce shortages continue to be a defining challenge of the worldwide healthcare industry.

In 2012, Health Workforce Australia conducted a national report – *Health Workforce 2025 Doctors, Nurses and Midwives* – to establish how Australia would meet the demands of the future health workforce, including to what extent demand can be met without international recruitment. Many industry stakeholders, including St John of God Health Care, were asked to contribute to the report. It found that the Australian health workforce will not be fully self-sustaining, there will be a significant shortfall in the number of nurses and health professionals across the industry, and a range of strategies are needed to increase the size of the workforce.

We recognise that workforce planning is crucial to ensuring our ability to build a sustainable workforce well into the future. Over the next 12 months, we will continue to engage in workforce planning to ensure we are fit for growth across our workforce, with sufficient caregivers in all areas to support our projected growth. In 2012/13, St John of God Health Care will recruit a Group Director of Workforce to oversee workforce planning initiatives throughout the organisation. In addition, our divisions have established workforce planning committees to help address local resourcing issues, including long-term workforce projections to meet expansion plans.

Industrial relations

We support the right of our caregivers to join and seek representation from a union. We offer terms and conditions of employment that are just, competitive and account for trends and movement in the health sector.

The majority of our caregivers are nurses and midwives covered by Enterprise Bargaining Agreements.

Occupational health and safety

The wellbeing of our caregivers, and providing a safe working environment, is integral to our Mission. Our aspiration is to lead the way in workplace health and safety in the healthcare industry.

In 2011/12, we have set the foundations for our five year Occupational Health and Safety (OHS) Strategy, as we strive to achieve best practice OHS management and performance within the health sector.

Highlights for OHS this year include:

- Conducting a Caregiver OHS Perception Survey to better inform strategy implementation and identify caregiver priorities, which revealed an overall caregiver perception mean score of 76%, slightly below the 80% benchmark deemed by Workcover NSW (our survey was based on their Safety Culture Survey) to indicate a good safety culture. The two primary areas requiring improvement – consultation and safety leadership and commitment – will be a primary focus in 2012/13.
- Began implementing a No Lift Program across the organisation, guided by an industry expert consultant, to help reduce manual task risks.
- Began developing group-wide Manual Task Standard Operating Procedures for identified high risk clinical and non-clinical tasks.
- Introducing a range of new manual task techniques, focusing on 'no lift' and proper use of equipment and other aids to move people and material loads, with 37 caregivers across the organisation trained as divisional champions to assist implementation.
- Preparing for national legislative harmonisation by developing and reviewing group-wide manuals and policy and our risk management reporting system.

Monitoring performance

We strive to achieve best practice in our participation and performance in external OHS audits. Internal and external audits are conducted at each division every second year. Average group compliance based on the June 2011 audits was 77%.

The health and safety performance of our Australian divisions is also monitored through key performance indicators, which include both lag (retrospective) and lead (positive performance) OHS indicators. Based on our performance in 2011/12, we have altered these indicators for 2012/13 in line with our anticipated continued improvement.

This is our second full financial year of monitoring positive OHS lead indicators, with results indicating a positive response to proactive strategies to prevent workplace injuries and diseases.

As a result of our OHS caregiver perception survey and our strategy, we have focused on raising awareness of risks within the workplace, including a campaign encouraging caregivers to report hazards. This has resulted in a 35% increase in hazards reported this year (see table below).

Hazard reporting

Lead indicator	Jan 10 – Jun 10	2010/11	2011/12
Hazards reported	996	1249	1691
Workplace hazard inspections completed	494	700	1101
Manual handling risk assessments completed	145	626	517
Non-manual handling risk assessments completed	111	273	325

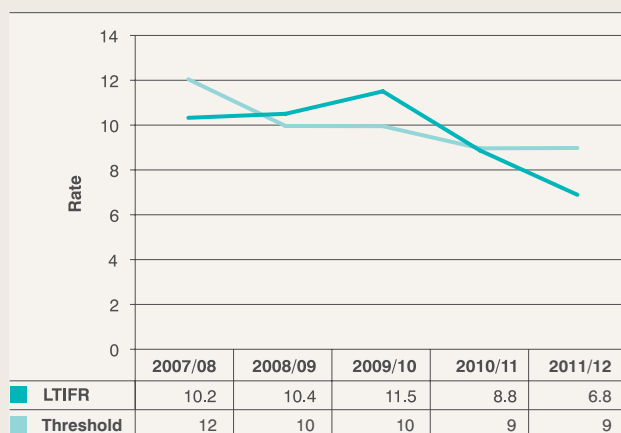
Lost-time injury frequency rates

Lost-time injury (LTI) frequency rates are an important indicator of our achievement in ensuring a safe and healthy working environment for caregivers, contractors and visitors.

Lost-time injuries are those requiring between one and 10 days off work, and which are the subject of an accepted Worker's Compensation claim. Our long-term aim is to reduce LTI rates to zero.

Our LTI rate continued to decrease throughout the year to 6.84, well below our internal threshold of 9, reflecting a decrease in injuries requiring 10 or less days off work. We believe this reflects the success of our injury management program, which focuses on early intervention and facilitates alternative duties – resulting in a reduction in injuries requiring time off.

Lost-time injury frequency rate

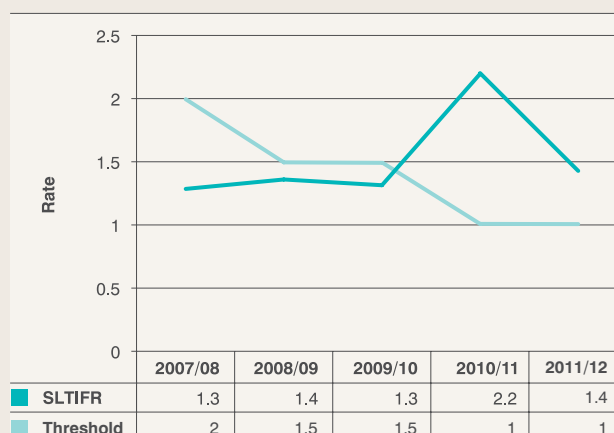


Lost time injuries are those injuries resulting in the loss of a full shift or greater.

Similarly, our indicator for serious lost-time injuries – injuries requiring more than 10 days off work – has decreased to 1.42, representing a reduction in serious injuries from 23 in 2010/11 to 15 this year and moving closer to our internal benchmark of <1.

As in previous years, our data shows that two thirds of injuries are associated with manual tasks and approximately one third with slips, trips and falls. The vast majority of injuries resulted in strains and sprains. The Manual Task System is a key focus of the *Year One Implementation Plan* for our OHS strategy, with hazards identified and controlled for manual tasks having a flow-on effect in preventing or reducing injuries associated with slips, trips and falls.

Serious lost-time injury frequency rates



The Serious Lost Time Injury Frequency Rate is a key internal indicator measuring the frequency of injuries, calculated as time lost per million hours worked over a 12-month period.

Our home nursing division, Health Choices (p66), recently underwent an external audit of its safety management system, achieving a compliance score of 80% assessed against the National Self-insurance Audit Tool criteria, a drastic improvement since their May 2011 compliance score of 20%. As our newest division, this demonstrates the ongoing evolution of Health Choices' safety management systems which are designed to support clients and our caregivers - like Registered Nurse Liz Hinton and Clinical Services Coordinator, Jo Pidcock (pictured) - in safely delivering services.





St John of God Health Care caregivers are trained to use a new 'No Lift' program, designed to decrease the risk of injury.

Manual tasks

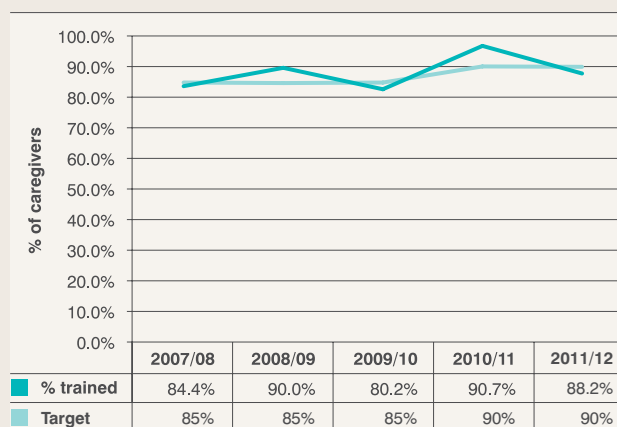
We completed 517 risk assessments this year on high risk and general manual task activities. We continue to focus on using machinery and equipment to reduce the need for manual or physical intervention. Each division has undertaken a manual handling/task equipment and machinery inventory, with \$1 million approved by our Board to purchase identified high-priority manual task related equipment.

We continue to work hard to ensure our caregivers have the necessary skills and knowledge to complete their jobs safely. Our group-wide manual handling training rate this year was 88.2%, slightly below our 90% benchmark. In 2012/13, our target is for 100% of caregivers to receive manual handling training.

Collaborative benchmarking

We continue to collaborate with the OHS sub-group of CHASAN (a collaborative comprising five Catholic healthcare groups – Mater, St Vincent's, Cabrini, Little Company of Mary and Sydney Adventist) and meet regularly to exchange information and benchmark OHS performance.

Manual handling training



Learning and organisational development

Our learning and organisational development (LOD) system comprises three core streams:

- Leadership and Management Development
- Professional and Technical Development
- St John of God Development

Leadership and management development

Our leadership profile, reviewed and evaluated regularly, forms the basis for our leadership and management development; including recruitment and selection, in-house development, and performance review and development.

Our leadership development and succession planning strategy is underpinned by four key programs (see table below).

Leadership program participation

Program	Participants				
	2007/08	2008/09	2009/10	2010/11	2011/12
Executive Development Program for high potential and high performing caregivers	11	13	11	N/A*	N/A*
Diploma of Management for new managers and team leaders	39	80	57	67	65
Mentoring Program for current and aspiring managers (numbers represent partnerships)	78	52	64	74	58
Leadership Profile Workshops short courses for managers, including Research Skills, Risk Management	547	279	794	823	538#

* We delivered the Emerging Leaders Program in 2011. Our focus with regard to the Executive Development Program this year was on exploring and providing additional opportunities for program alumni, rather than the delivery of a formal program.

Decreased numbers this year are due to Models of Care (px) workshops taking priority in VIC and NSW.

In 2011/12, we piloted the Emerging Leaders Program, which aims to nurture and accelerate the development of 'high potential' caregivers early in their career, with 18 participants from our WA divisions. An evaluation will be completed by the end of 2012, with plans to offer the program to caregivers in Victoria and New South Wales in future years.

We encouraged caregivers to participate in external leadership development programs such as Leadership WA, the Catherine McAuley Award, and the Australian Business Arts Foundation's adviceBank and boardBank.

Through our Sisters of St John of God Fellowship, our caregivers can apply for financial assistance to undertake external study that is personally and professionally valuable and enriches the organisation (see table below).

Fellowships supported

	2008	2009	2010	2011	2012
No. caregivers	151	176	225	235	221
Financial commitment	\$320,000	\$213,000	\$554,000	\$494,000	\$505,000

Professional and technical development

Professional and technical development remains a primary focus in order to equip our clinical teams to deliver the highest quality patient care and support our growing number of undergraduate and graduate placements (p57).

In 2011/12, we sought expressions of interest for a Learning Management System which will deliver learning content online. We are aiming to have 80% of mandatory and essential competency training online and standardised across the organisation. The system will be piloted in our Berwick, Murdoch and Subiaco hospitals in August 2012.

This year's highlights include:

- Developing a Mandatory and Essential Competency Framework for all caregivers, detailing all learning and assessment requirements, modes of learning and frequency at which each competency needs to be completed.
- Our Ballarat hospital (p33) piloted a 'role of the team leader' workshop designed to develop leadership skills in team nursing. On completion of the trial, a training package was developed and will be rolled out to all divisions.
- Our Bendigo hospital (p34) ran the Best Practice Clinical Learning Environment Project which aims to identify professional development needs and develop skills assessment strategies, training programs and development opportunities.

- Our Burwood and Richmond (p40 & 41) hospitals received a Health Workforce Australia grant to develop a Mental State Examination Training Program, which includes live interview scenarios using actors. The program will be accessible remotely.
- Our Burwood and Richmond hospitals developed and presented a Suicide Prevention Workshop to an external benchmarking group comprised of representatives from our Richmond and Burwood hospitals and Pinelodge Clinic, Calvary Hospital in Canberra, Belmont Hospital in Queensland and Currumbin Clinic in Queensland. Members of the group indicated their interest in replicating the workshop in their own organisations.

St John of God development

Caregivers are offered formation opportunities to further develop their understanding of our Mission and Service Ethos (p6 & 62). We provide a variety of programs including Ethics ACEs/Maintaining our Ethical Culture*, Mission Mentoring, Pilgrimage and the Graduate Certificate in Leadership and Catholic Culture (see table below).

St John of God Development Program participation

Program	Participants				
	2007/08	2008/09	2009/10	2010/11	2011/12
Ethics ACEs provides caregivers with tools to identify and respond to ethical issues	58	39	40	41	N/A*
Maintaining our Ethical Culture is a new program launched in 2012, designed to increase confidence and competence in recognising and addressing ethical issues	N/A*	N/A*	N/A*	N/A*	41
Mission Mentoring helps caregivers deepen their understanding of our Mission	160	137	122	105	106
Pilgrimage is an opportunity for senior executives to travel to Ireland and Spain and gain a richer understanding of our founding stories and the spirituality motivating our work	16	7	8	8	8
Graduate Certificate in Leadership and Catholic Culture provides senior leaders with the opportunity to understand more about leadership in Catholic organisations (provided through the Australian Catholic University)	21	19	17	23	25

* Ethics ACEs has been replaced by Maintaining our Ethical Culture in 2012.





“Being involved in the St John of God and City of Cockburn Program showed me that I can play basketball and then gave me confidence to go and play in another team outside of the program.”

Zoe Yarran, 16, took part in a basketball tournament as part of our Murdoch hospital's Social Outreach and Advocacy youth support program.

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COMMUNITY



Photo: Eunice Blanket, Phillip Edmonds, Andrew Narrier and Zoe Yarran took part in our Murdoch hospital's youth outreach program.

Community

Community Relations Framework

The hallmark of our founders, the Sisters and the Brothers of St John of God (p7), was the strong relationships they forged with the communities in which they lived and worked.

The *St John of God Health Care Strategic Plan 2010-2014* identified community engagement as a priority. As a result, a *Community Relations Framework* was implemented this year to help increase the scale and scope of our community activities and, in doing so, make a greater contribution to improving community and social wellbeing.

A survey of community awareness showed that our hospitals are generally well recognised in their local area, however awareness of our Social Outreach and Advocacy services is relatively low and awareness of our Pathology and Health Choices services is variable across the group.

These results provide a baseline against which we can measure the impact of planned community engagement activities at each of our divisions.

Social justice

St John of God Health Care is committed to a vision of a just and compassionate society. We have a long history working with and supporting people within the community, in recognition that we do not and should not act in isolation from the community.

Our social justice vision includes four areas: Social Outreach and Advocacy, community responsibility, patient concessions and caregivers facing hardship.

(i) Social Outreach and Advocacy

Through our Social Outreach and Advocacy (SOA) services (p45), we strive to meet the needs of people within our communities who are experiencing disadvantage, with a focus on areas of unmet need in health care.

By concentrating on the underlying causes of poor health, our outreach services reduce the impact of factors such as stigma, prejudice, powerlessness, poverty, disability, and marginalisation that prevent people living a full and rich life.

Our services are underpinned by two key themes – capacity building and early intervention:

Capacity building supports individuals and communities to develop new skills and improve their ability to better manage their own health and wellbeing in a sustainable manner.

Early intervention is about the provision of services in the beginning stages of a developing health concern, or at a key developmental stage in a person's life. Early intervention can minimise the health issue before it becomes chronic.

These key themes underpin two distinct areas at the centre of our service development: the early years – from conception to around four years; and young people from 12 to 25 years (p45).

Since the Social Outreach and Advocacy program began in 2002, we have dedicated over \$200 million to helping people who are experiencing disadvantage. This is funded by our commitment to give two per cent of annual eligible revenue to social justice initiatives, with further contributions coming from government and other external partners (see table at right).



OUR SOA SERVICES

1 WESTERN AUSTRALIA

Drug and Alcohol Withdrawal Network
Horizon Houses (p45)
Ferns House
Raphael Centre (p31)
South West Community Drug Service
Strong Family, Strong Culture

2 VICTORIA

Accord (p32)
Bloomsbury House (p33)
Horizon Houses (p45)
Pomegranate House
Raphael Centres (p45)

3 NEW SOUTH WALES

Casa Venegas
Raphael Centre (p41)

4 NEW ZEALAND

Waipuna (p42)
Halswell (p42)
Wellington (p42)

5 ASIA-PACIFIC

East Timor (p45)
Fiji
Papua New Guinea (p45)
Tonga (p33)

(ii) Community responsibility

We encourage caregivers to contribute to social justice initiatives through fundraising and volunteering. Through Community Support Leave, caregivers can apply for up to four hours per month, or one week per year, of paid leave to match equivalent personal leave to provide voluntary services to organisations addressing disadvantage.

In 2011/12, 277 caregivers used 1,180 hours of Community Support Leave, and contributed their time, skills and experience to local and international community programs, including in Tonga and Vietnam (see table below).

Our Workplace Giving Program enables caregivers to donate to charities via our payroll system, saving them the trouble of maintaining receipts, providing a progressive tax benefit as they donate and reducing administrative costs to the charity. In 2011/12, \$14,397 was donated by our caregivers, with major beneficiaries being the Australian Red Cross New Zealand Earthquake Appeal 2011 and the Queensland Floods Disaster Relief Appeal.

Social Justice expenditure

	Expenditure		SJGHC Contribution	
	2010/11	2011/12	2010/11	2011/12
Social Outreach and Advocacy	38,481,098	47,541,500	12,717,172	13,908,508
Community Responsibility	2,448,370	2,519,961	812,335	762,766
Patient Concessions	1,004,736	720,415	626,361	301,314
Caregivers Facing Hardship	37,583	69,498	37,583	69,498
TOTAL	41,971,787	50,851,374	14,193,451	15,042,086

(iii) Patient concessions

Our Patient Concessions Policy ensures we can respond to requests from caregivers, benevolent agencies, international aid agencies, or hospital clinicians and management who have assessed a patient as requiring treatment not readily available elsewhere (see table below).

(iv) Caregivers facing hardship

Our Caregiver Hardship Policy allows us to offer caregivers many types of support, including practical responses such as providing financial support, approving extended sick leave, or fundraising for specific causes (see table below).

* Case Study – Berwick caregivers Vietnam Smiles project

In February 2012, a team of twelve staff from Berwick hospital volunteered in the remote Van Village in Vietnam for twelve days, providing dental care, a health clinic and infection control education for school children and health care workers. The team distributed 2,500 toothbrushes to the children and their families, and performed 500 dental

examinations and 96 minor procedures. Caregivers raised \$47,000 for this trip and future visits through events and raffles, and personal contributions. Our Social Outreach and Advocacy division funded the caregivers' immunisations and travel insurance.



Photo: Berwick nurses Liz Newstead (left) and Lynette Boulter (right) with the local clinic nurse in Vietnam.

Sponsorships

Providing sponsorship for organisations and activities aligned with our Mission and Values (p6) strengthens the communities we serve and gives us the opportunity to make a greater contribution to society. Sponsorship may involve investing in or supporting community or government activities, the arts, a particular program or cause, an individual or a conference. Our investment is financial, material or in the contribution of human resources.

In 2011/12, we expended \$301,250 in group sponsorships and support of community causes, including:

Western Australian of the Year – a community award which recognises excellence and innovation as well as fostering strong and inclusive communities.

Leadership WA – a development program enhancing leadership excellence with a commitment to ethical leadership, respect for diversity and community service.

Mandorla Art Award – a national contemporary Christian religious art award that reflects our deeply held and long-standing commitment to the arts as an integral part of health and the healing process.

Michael Quinlan Scholarship – enables University of Notre Dame WA medical students to seek exceptional practical learning experiences to enhance their learning, improve their potential as doctors, and make a contribution to the profession and broader community.

Additionally, many of our divisions sponsor organisations, events and individuals to support the communities in which they operate.

Volunteers

We encourage community participation and engagement in our activities and have an extensive network of volunteers who generously give their time and effort. Our volunteers help ensure that our patients and their families are as comfortable as possible in our care.

In 2011/12, 1,410 people (1,388 in 2010/11) volunteered in a variety of roles including: meeting and greeting patients, serving in cafés and shops, fundraising, reading and companionship, 'buddies' in our gym and rehabilitation programs, running mobile libraries and kiosks, flower arranging, and general administration.

There were a number of highlights for our volunteers this year: **Subiaco** volunteers raised \$19,764 for the Sisters of St John of God's work in Pakistan, Passages Resource Centre and Horizon Houses Wanneroo and Dianella. **Geraldton** volunteers restored the 'cherished infants memorial garden'. **Bendigo** introduced volunteer training sessions and information packages. **Frankston** introduced a 'meet and greet' volunteer role to provide orientation and support for all new inpatients. At **Ballarat**, six volunteers were appointed Special Ministers of the Eucharist and were able to provide Holy Communion to patients and assist pastoral care caregivers with mass. **Social Outreach and Advocacy** was supported by over 60 volunteers in the renovation of Horizon House Dianella (p45).

St John of God Foundation

The St John of God Foundation was established in 1994 by the Sisters of St John of God to continue their Mission. The Foundation funds and supports a wide range of social welfare, community and pastoral care programs, and continues to improve the care of the sick by supporting medical research and infrastructure.

Donors from across Australia have donated funds for vital projects including the Murdoch Community Hospice (p28), the Bendat Family Comprehensive Cancer Centre (p30), Horizon House youth accommodation and support services (p45) and a wide range of programs helping those most in need.

In May 2012, the Foundation launched a five year, \$5 million Capital Fundraising Campaign for Bunbury hospital's South-West Coronary Care and Cancer Centre, with \$1 million already pledged as at 30th June 2012 (p26).

In 2011/12, the Foundation raised significant funds for vital research work at the Bendat Family Comprehensive Cancer Centre, as well as capital and outfitting funding for the new Horizon House service in Dianella (p45).

Our Berwick Hospital Auxiliary and volunteers. In memory of Carolyn Smith who supported St John of God Berwick Hospital for many years. Left to right: Lesley Marshall, Maureen Toohey, June Street, Carolyn Smith, Maree McPhee and Trish Nicholson.





Donations to our ten Horizon Houses throughout Victoria and WA allow us to provide long-term accommodation, care and support for young people aged 16 to 22 who are homeless or at risk of becoming homeless.

Donations and bequests

St John of God Health Care receives donations and bequests in three ways:

- Unsolicited from individuals and patients, clients or their families in gratitude for services and care.
- Through our hospital auxiliaries, such as those at our Ballarat, Berwick and Geelong hospitals, where community members raise funds for equipment or refurbishments.
- Through fundraising campaigns for specific equipment or facility refurbishments.

In 2011/12, we received \$2,299,795 in donations and bequests. We are very grateful for this support and ensure funds are used as the benefactor intended, whether to buy equipment, improve facilities, fund research, or otherwise help extend and improve our services and care.

The St John of God Foundation received a number of donations over \$10,000 in 2011/12 for specific projects, services and campaigns, including:

- **Horizon House Dianella:** \$200,000 from Lotterywest; \$100,000 from Bendat Family Foundation.
- **South West Coronary Care and Cancer Centre Campaign:** \$75,000 from Piacentini and Son Pty Ltd; \$30,000 from Bunbury Toyota; \$20,000 from B and J Catalano; \$10,000 from Coalcliff Plant Hire.
- **Research, Bendat Family Comprehensive Cancer Centre:** \$50,000 from McCusker Foundation; \$25,000 from Kailis Foundation; \$10,000 from Mike Crossley.
- **Horizon House Broome:** \$155,500 from Mal and Jennie James.
- **Horizon House Geelong:** \$11,000 from MAG7 IGA Group.

Our hospitals also received a number of direct donations of \$10,000 and over in 2011/12, including:

- **St John of God Accord:** Shared supported accommodation - \$10,000 (undisclosed).
- **St John of God Ballarat Hospital:** Expansion of special care nursery - \$50,000 from Hospital Auxiliary.
- **St John of God Bunbury Hospital:** Comprehensive Cancer Centre and Coronary Care Unit - \$35,000 from Bunbury Car Dealers and Friends; New doctors' lounge and education facilities - \$40,000 from Hospital Auxiliary; South West Community Drug Service Team - \$15,000 from Bishop of Bunbury.
- **St John of God Burwood Hospital:** General improvements in patient experience - \$61,246 from Estate of William Paul O'Connor; \$31,731 from Estate of ME Kenny; Refurbishment of a group room in the St Raphael Unit - \$12,500 from Commonwealth Bank of Australia Centenary Year Donation.
- **St John of God Geelong Hospital:** Special Care Nursery - \$43,000 from Hospital Auxiliary; \$26,561 as proceeds of Mayoral Ball; \$10,000 from Funari Family; Oncology Centre Appeal - \$60,000 from Costa Family Foundation; General hospital expenses - \$25,000 (undisclosed).
- **St John of God Hauora Trust:** Operational expenses - \$70,000 from Estate of Monica Manning.
- **St John of God Richmond Hospital:** General improvements in patient experience - \$31,731 from Estate of ME Kenny.
- **St John of God Warrnambool Hospital:** Future redevelopment - \$168,016.17 from Estate of Dorothy Lynette Eaton; Hospital equipment - \$17,000 from Hospital Auxiliary.





“By choosing to ride my bike to work most days, I know that I am reducing my carbon footprint. The hospital encourages all caregivers to travel ‘green’ through financial incentives and providing excellent end of trip amenities such as bike enclosures and showers.”

Stephen Cooper, Director Corporate and Financial Services at our Subiaco hospital.

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ENVIRONMENT



Photo: Keen Subiaco bike riders Marcel Willimann, Finola Moriarty, Simon Lack and Stephen Cooper help the environment by regularly riding their bikes to work.

Environment

✱ *The organisation took significant steps to respond to its environmental responsibilities this year and to realise Our Vision 2010-2014, which challenges us to relate “to each other and planet earth in ways that are mutually transforming”.*

Group Environmental Sustainability Strategy 2011-2015

The Group Environmental Sustainability Strategy 2011-2015 was developed in 2010/11 to assist us in reducing our environmental impact and becoming better stewards of the environment. It contains four core strategies:

1. Foster an environmentally aware workplace culture.
2. Strengthen management in environmental target areas, such as utilities, waste and fleet management.
3. Ensure appropriate resourcing.
4. Improve measuring, monitoring and evaluation of environmental performance.

In 2011/12, we implemented the Year One initiatives of the Strategy:

- Established environmental committees at each division.
- Each division nominated a representative on the Group Environmental Management Network.
- Created a public transport database on the intranet to encourage caregivers to use green modes of travel.
- Conducted a vehicle fleet review and created a guideline of 4-5 green-star-rated vehicles to assist caregivers ordering fleet vehicles, or incidentally private vehicles. We aim to have 100% of our vehicles being at least 4 green-star-rated by 2015.

Environmental data monitoring

We continued to capture energy and water usage data through the Energy and Carbon Intelligence System (ECIS). The environmental data management software package measures our carbon footprint so we can satisfy our legislative reporting requirements.

This year we used ECIS to develop divisional energy and water consumption reports, to assist divisions in monitoring their consumption patterns and compare usage against other sites. The reports will enable divisions to monitor consumption after the implementation of energy and water saving initiatives and projects.

We were unable to begin entering waste data into ECIS this year as planned, due to inconsistencies between the units of measure used by waste contractors to report data. Conversion factors for waste have now been programmed into ECIS, and we will begin entering data from 1 July 2012.

Compliance

Pursuant to the National Greenhouse and Energy Reporting Act 2007, every company in Australia that consumed over 200 terajoules of energy and/or emitted 50 kilo tonnes of carbon dioxide equivalent emissions in 2010/11 was required to report the amount of greenhouse gas emissions and energy produced or consumed by facilities to the Department of Climate Change and Energy Efficiency by 31 October 2011. We reported on 12 activities including consumption of natural gas, fuel, petroleum-based greases, electricity, emissions from chiller plants and emissions from other gases. We also reported on the production of electricity at our Subiaco hospital, where a co-generation plant makes electricity that is consumed onsite.

Key reportable emissions data 2010/11:

- Energy consumption – 408 terajoules (increase on last year due to our growth in size and patient numbers.)
- Carbon emissions – 63,920 tonnes.

In our second year of emissions reporting, we have established quality baseline data to accurately measure environmental impact and the success of our energy-reducing initiatives.

Water and energy audits

In 2011/12, we completed Level 2 Energy and Water Audits across all divisions. The audit identified energy sources, the amount of energy and water supplied and what they are used for, how and where savings can be made, and provided a statement of costs and potential savings.

Common recommendations from the audits included:

- Placing ‘Switch off, save energy’ stickers on light switches.
- Harvesting rain water for toilets.
- Installing solar panels to generate electricity.
- Installing solar water pre-heat systems.
- Reducing energy consumption in fan and pump motors.

The results are being used by each division to create Utilities Management Action Plans to further reduce energy and water consumption.

Integrating the soothing properties of the environment into care provides significant benefit. Being responsible for growing and tending plants is a source of great enjoyment for clients of our Accord disability service, including Michael Minniti (pictured).





Garden areas in our hospitals, such as this one at our Geraldton hospital, provide a quiet place for patients to relax and reflect while they recuperate.

✱ *Environmental activities*

Some of our highlights this year included:

- **Bendigo** – phased out plastic cutlery and crockery, introduced recycling bins in each department and collected used batteries for recycling.
- **Berwick** – began collecting unopened cereal, spreads, milk, sugar, coffee and tea from patient breakfast trays to be made into breakfast packs for St Vincent's food van, allowing items otherwise destined for landfill to be used by those in need.
- **Burwood** – replaced lights in emergency exit signs, main kitchen and wards with energy efficient equivalents, resulting in an energy saving of 43-50% per unit.
- **Frankston** – introduced colour-coded Eco bins to maximise recycling capabilities and carbon-neutral degradable plastic garbage bags.
- **Geelong** – replaced 79 single flush toilets with dual flush units, saving between 6.5 and 8 litres per flush, and implemented a recycling program for cardboard, paper, bottles, cans and theatre wrap.
- **Group** – named as a finalist in the Victorian 2012 Premier's Sustainability Awards for demonstrating outstanding leadership, creativity and innovation in forging a sustainable Victoria now and into the future.
- **Murdoch** – reduced overall energy use by 3.5% and reduced water use by 4.6%.
- **Pinelodge** – fitted LED lights and movement sensors in the refurbished consulting suites, resulting in a CO₂ emissions reduction of 74 tonnes.
- **Subiaco** - Pharmacy department reduced paper consumption by 109,300 sheets per year by reusing paper, double-sided printing and providing daily reports to caregivers in electronic version rather than hard copy. The hospital increased recycling from 15% to 21% of total waste.
- **Warrnambool** – rainwater tanks have saved almost a million litres of water in 2011/12.

Year ahead

In 2012/13 we will implement the Year Two initiatives of our Group Environmental Sustainability Strategy, including:

- Developing a Group Waste and Environmental Management Plan.
- Work towards establishing a Health Sector Environmental Sustainability Benchmarking Group.
- Developing targeted training and awareness programs to improve environmental stewardship throughout the organisation.
- Developing programs to help caregivers reduce carbon emissions in their own homes.

Specific initiatives taking place at our divisions in 2012/13 include:

- Geraldton – replacing the current air conditioning system with one that allows each room to be controlled separately, so that air conditioning doesn't run in an unoccupied room.
- Bunbury – preparing designs for a 30 kilowatt solar panel installation at the new cancer accommodation service (px) in Dalyellup, WA.
- Warrnambool – installing two high efficiency hot water boilers and replacing the air conditioning unit with a system allowing each room to be controlled separately.

Case study – LED lighting

With over 80% of St John of God Health Care's Co² emissions attributed to electricity and studies showing that lighting accounts for 20% of total energy consumption in a hospital, we focused our environmental efforts this year on lighting through the Energy Efficient Lighting Program.

Over 100 conventional lamps throughout our divisions were replaced with light emitting diode (LED) units, resulting in an energy reduction of 37-82% per unit. The LED units also have a far longer service life of approximately 75,000 hours, compared to a standard fluorescent tube that lasts approximately 12,000 hours.

St John of God Bendigo Hospital is the first site to undergo a full light replacement, with approximately 3,323 lamps to be replaced with LED equivalents between June and August 2012. We expect the hospital's overall electricity consumption to decrease by at least 10%.

The results from this large trial will be used to guide the roll-out of the program to other St John of God Health Care sites.

Photo: Group Environmental Engineer, Dean Farnsworth, who spearheaded the LED lighting project, checks out the new lighting in our Bendigo hospital's kitchen with Catering Services Manager, Tony Prest.







“At a time when they were also worried about their own families and friends, our caregivers went the extra mile to make sure the young people known to St John of God Waipuna had the support they needed.”

Waipuna General Manager, Trevor Batin.

Photo: Our team at St John of God Waipuna in New Zealand demonstrated extraordinary leadership and resilience during the aftermath of the devastating 2011 Christchurch earthquake; setting up the centre as a community base, and providing food, water, showers and advice to members of the community. Caregivers went door to door in the local area, providing assistance wherever they could.

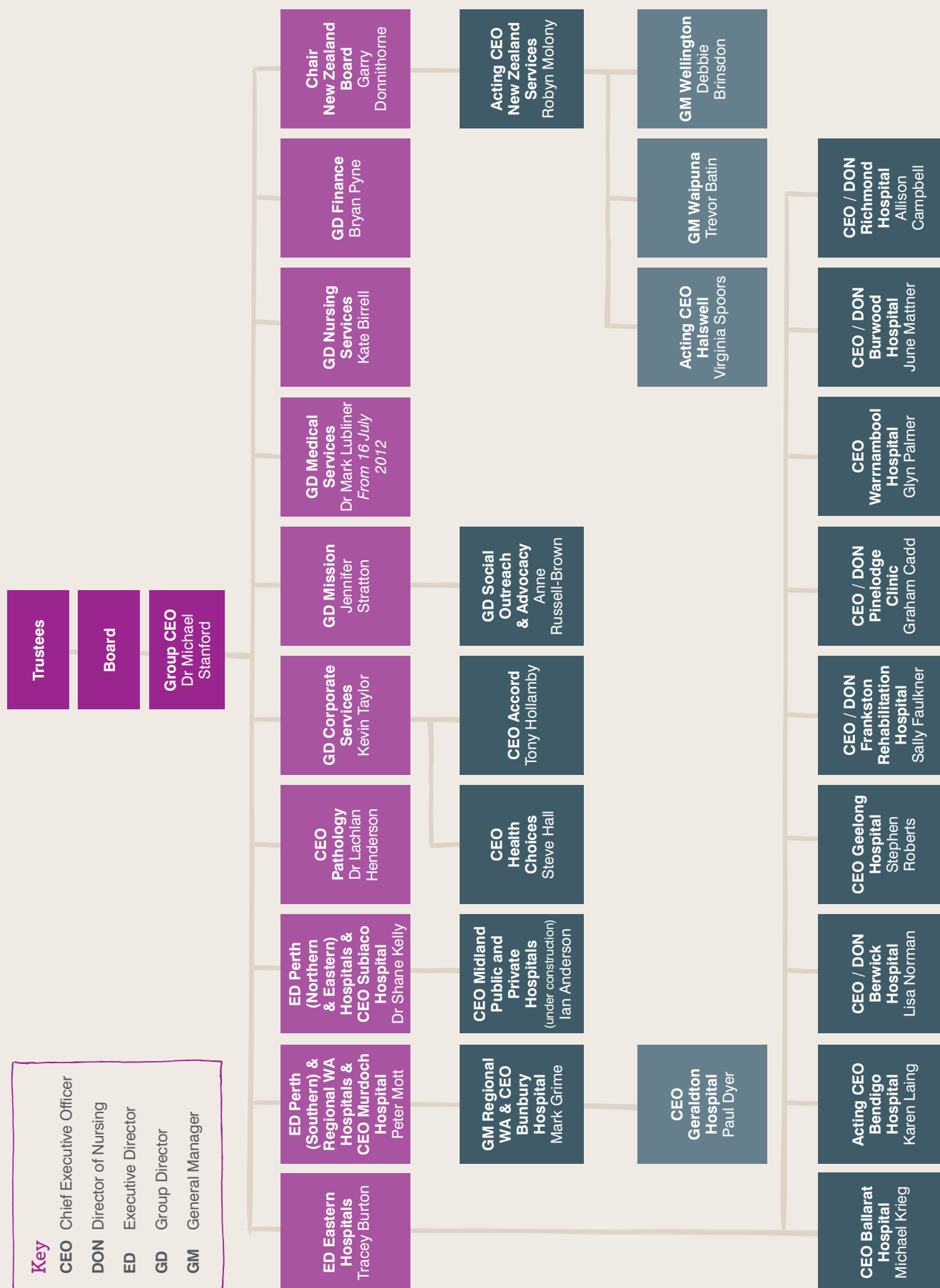
The team were awarded a Greater Canterbury Social Service award for leadership and innovation during the Christchurch earthquake recovery.

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GOVERNANCE

Organisational Structure



Governance

Structure

St John of God Health Care Inc 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 that was previously run solely by the Sisters of St John of God. The Sisters remain members of St John of God Australia Ltd and share sponsorship of the ministry with nine of the Dioceses in which we operate as well as the Hospitaller Order of St John of God. This collaboration ensures sound and continued governance and stewardship. St John of God Health Care has a two-tiered governance structure comprising Trustees and a Board.

Trustees

The Trustees (p88) are appointed by the members of St John of God Australia Ltd and have overall responsibility for St John of God Health Care. They bring a wealth of skills and experience 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 Annual General Meeting was held on 6 October 2011. At the meeting, the Trustees received St John of God Health Care's 2010/11 Annual Report and its financial accounts for the year ended 30 June 2011. Group Chief Executive Officer, Dr Michael Stanford, also provided a snapshot of the year and discussed what was planned for the 2011/12 year.

Board

The Board (p90) 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.

In addition to attending 11 Board meetings each year, Board members this year attended a Strategic Planning Workshop in August 2011, a Board Retreat in November 2011 and Formation Workshops in July 2011 and April 2012.

Group Management Committee

The Group Chief Executive Officer is appointed by the Board and, as the most senior operational appointment, is accountable to it for the organisation's day-to-day management across Australia, New Zealand and the Asia-Pacific region. The Group Chief Executive Officer convenes and chairs a Group Management Committee (p92) comprising senior executives who provide assistance and advice on operational matters. The committee meets 11 times a year.

Governance

Governance is the system by which St John of God Health Care is directed and managed. It influences how our objectives are set and achieved, how we monitor and assess risk and how performance is optimised.

Our governance structures are modelled on best practice and ensure innovation, development, stewardship, accountability and control commensurate with the risks involved.

Year in review

- Completed an annual review of the terms of reference of all five Board committees to ensure they continue to meet the organisation's needs and reflect best practice standards of corporate governance.
- Reviewed the Trustee policy 'Formation of Trustees and Directors'.
- Implemented a Prudential Financial Framework to ensure there are sufficient resources in the organisation to sustain St John of God Health Care's Mission over the short, medium and long term.
- Undertook an evaluation of the Board in accordance with the Board Charter.
- Completed a review of the status of dormant controlled entities within the group.

Year ahead

- Undertake a review of the governance structure for St John of God Midland Public and Private Hospitals (p20).
- Undertake a review of the Board member orientation program.
- Hold a Leadership Formation Conference.
- Undertake a review of the Governance Authority Matrix.

Good principles of governance

We govern our organisation by applying principles of good corporate governance and associated good practice recommendations based on those promulgated by, amongst others, the Corporate Governance Council of the Australian Stock Exchange. Our application of those principles is as follows:

Laying solid foundations for management and oversight

The roles and responsibilities of the Trustees, Board and management are set out in our Constitution. In addition, our Governance Authority Matrix addresses matters reserved for the Trustees and the Board, while a Management Authority Matrix identifies matters for which the Group Chief Executive Officer, senior executives and the 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. In addition, senior executives participate in a 360-degree feedback process once every three years which assesses behaviour against our Leadership Profile, with feedback forming part of annual performance review and development conversations.

Structuring the Board to add value

With the exception of the Group Chief Executive Officer, members of the Board, including its Chair, are non-executive directors. The Trustees, the senior level of our two-tier governance structure, regularly consider future nominations to the Board to ensure its overall composition includes an appropriate skill mix.

In addition to ad hoc committees established from time to time in relation to specific projects, the Board has the following standing committees: Audit and Risk, Finance, Investment, Formation and Remuneration.

In a biennial formal evaluation process, the Board considers its performance as a whole as well as that of its subcommittees and individual Directors. In addition, the Trustees consider Board performance through the Board Development Committee. The Trustees also evaluate their own performance.

Promoting ethical and responsible decision making

Our cornerstone document, *Our Vision 2010–2014*, guides us in all matters relating to governance, leadership, structures and performance. It states that these must be under constant review to ensure we remain faithful to our purpose and that actions are guided by our Vision, Mission and Values. Our Vision describes how our Mission will be implemented, which is the basis of our Mission Discernment Framework informing all Board recommendations.

We also have strong formal policies setting out required standards of conduct for directors and key executives and protection for whistleblowers.

Safeguarding integrity in financial reporting

Our Audit and Risk Committee has a key role in safeguarding the integrity of our financial reporting. Like all Board committees, it has written terms of reference. Its membership comprises four non-executive Board members and it is chaired by the Board's Deputy Chair, Mark Bahen (p90).

In addition to external audit, a well resourced and effective internal audit function operates and reports to the Audit and Risk Committee. The focus of internal audit is on key risks faced by the organisation.

Recognising and managing risk

Key strategic, operational, financial, and compliance risks are identified, assessed and controlled on an ongoing basis. Our risk profile is reviewed and updated on an annual basis, and identified risks are managed via a number of risk management systems. The overall approach and system is recorded in a Risk Management Policy.

Ongoing assessment of the adequacy and effectiveness of risk management systems is undertaken by the Board through its committees and various internal, external and regulatory agency reviews including the internal audit program.

The internal audit program operates in accordance with an internal audit charter and an annual internal audit plan. Areas of assurance are mapped against key risk areas as part of our annual internal audit planning process, ensuring targeted and effective reviews. Management responses to risk issues, and action plans to rectify identified or potential risks, are monitored to ensure effectiveness and appropriate implementation.

Management also sign an annual representation letter providing the Board with assurance that our operations, including our financial reports, are based on a sound system of risk management and internal control.

Remunerating fairly and responsibly

The Board's Remuneration Committee has written terms of reference to ensure remuneration for managers is reasonable and that its relationship to performance is clear.

Remuneration for non-executive directors is set by the Trustees and clearly distinguished from the process for setting remuneration for the Group Chief Executive Officer (the only executive director on the Board) and senior executives, which is set by the Board on advice from the Remuneration Committee.

Board meetings and committees

Board meetings

Chaired by Tony Howarth (p90), the Board comprises 11 members including the Group Chief Executive Officer, Dr Michael Stanford. 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 Mark Bahen, this committee comprises four 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 business risks; and monitoring compliance with statutory responsibilities. Ernst & Young is currently engaged as our external auditor and KPMG as our internal auditor.

Finance Committee

Chaired by Dalton Gooding, the Finance Committee comprises four Board members (three non-executive directors and the Group Chief Executive Officer) and the Group Director Finance. The committee reviews financial performance and makes recommendations on financial matters.

Investment Committee

Chaired by Dalton Gooding, this committee has the same membership as the Finance Committee. The committee administers and manages surplus funds. Its duties include establishing and monitoring an investment policy and evaluating our investment portfolio's performance.

Formation Committee

Chaired by Dr Tony Baker, this committee comprises five Board members, including the Group Chief Executive Officer, and the Group Director Mission. The committee gives form and shape to Board members' understanding of our role as a ministry of the Catholic Church.

Remuneration Committee

Chaired by Tony Howarth, this 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.

Board attendance

Member	Governing Board		Audit & Risk Committee		Finance Committee		Formation Committee		Investment Committee		Remuneration Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Tony Howarth	11 Chair	11			11	7			4	1	3 Chair	2
Mark Bahen	11 Deputy Chair from Feb	11	2 Chair from March	2	7 Left in March	7	4	3	3 Left in March	3	1 Joined in March	1
Dr Tony Baker	11	9	5	5			4 Chair from March	4				
Jay Bonnington	11	11	5	4								
Assoc Prof Rosanna Capolingua	11	10			11	9			4	3		
Ivor Davies (left Dec)	5	4	3	3			2	2				
Sr Linda Ferrington	6	5					2	2				
Dalton Gooding	11	9			11	10			4 Chair	4	3	3
Jack de Groot	11	10					2 Joined in March	2				
Sr Ann McGlinn	5	5					2 Chair until Dec	2				
Peter Prendiville*	3	2			4	4			1	1		
Kerry Sanderson**	5	4	2	2								
Eva Skira***	7	7	3 Chair until Dec	3							2	1
Dr Michael Stanford	11	11			11	10	4	2	4	4		

* Joined the Board in March 2012

** Joined the Board in February 2012

*** Promoted to Trustee in February 2012.



LEFT TO RIGHT: Br Joseph Smith, Ms Eva Skira, Mr Clive Macknay, Mrs Therese Temby, Mr Don Good, Sr Isobel Moran, Prof Patrick Duignan, Rev Dr Joseph Parkinson

Trustees' Biographies

Resignations and appointments

Professor Michael Quinlan's appointment term concluded on 31 December 2011. Ms Eva Skira was appointed with effect from 7 February 2012 following 13 years as a Board Member.

Mr Clive Macknay - BCom, CA, CPA – Appointed Chairman February 2011, Trustee since April 2009

- Early career with international accounting firm in Perth, London and Singapore.
- Extensive business experience during 30 years as director and senior partner of a Perth-based accounting and financial services practice.
- Long association with St John of God Health Care: inaugural Governing Board member in 1990 and Chair from December 1999 until December 2004.

Professor Patrick Duignan - BA, H DipED(NUI), BEd, MEd Admin, PhD(ALTA) – Appointed January 2000

- Distinguished national and international career in education and academia in Australia, Canada and Brunei. Academic positions include: Emeritus Professor, Australian Catholic University; National Director, Leading to Inspire; and Past President of the Australian Council for Educational Leaders.
- Special interest in effective leadership and management, with a focus on education and health.
- Internationally acclaimed speaker, widely published in national and international refereed publications, and has published four books in the last five years.
- Received an Australian Council of Educational Leaders Gold Medal, recognising educators who have consistently contributed to the development of educational leadership.
- Three publications in SAGE Library of Educational Thought and Practice (2009) which recognises seminal works most influential in shaping and driving his discipline internationally over past 40 years.



Our Trustees bring a wealth of skills and experience 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.



Mr Don Good - FCA, B.Com – Appointed January 2000

- Chartered Accountant with international accounting firm in Perth and Sydney.
- Joined St John of God Subiaco Hospital as their accountant before becoming St John of God Health Care's first National Director of Finance.
- One of the first lay people to be appointed as a Trustee.
- Director of HESTA Superannuation Fund, 1989 – 2010, and past Chairman.
- Governor and Director of the University of Notre Dame Australia and Financial Consultant to the Sisters of St John of God.

Sr Isobel Moran - SJG, BSc(Hons), MB, BCh, BAO, FRACP – Appointed September 1996

- Qualified and practised both as nurse and physician.
- Clinical and religious vocation took her to Ireland, Hong Kong and Pakistan.
- Special interest in the treatment and research of tuberculosis.
- Experienced in leadership and governance in Catholic health care both within St John of God Health Care and in Catholic health services in general.
- Participated in the establishment of Catholic Health Australia, Australia's peak Catholic health care body, and remains committed to providing her skills, experience and enthusiasm to further the healing mission of Jesus Christ.

Rev Dr Joseph Parkinson - STL PhD – Appointed October 2009

- Director of the LJ Goody Bioethics Centre in WA and a regular contributor to public conversations on ethical issues in health care and related fields.
- Graduated in Moral Theology from the Alphonsian Academy in Rome and the University of Notre Dame Australia before holding a series of pastoral and academic positions in the Archdiocese of Perth.
- Current memberships: Department of Health WA Reproductive Technology Council, Clinical Ethics Consultancy of the Women and Children's Health Services WA, and St John of God Health Care Ethics Committee.

Ms Eva Skira – BA, MBA, FAICD, FAIM, SNR FFSIA – Appointed February 2012

- Career in commerce and financial markets, gaining her 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.
- Non-executive directorships on governance, regulatory and advisory boards in business, government, education and the not-for-profit sectors.
- St John of God Health Care Board Member since 1999 and Deputy Chairperson since 2008.
- Currently Deputy Chancellor Murdoch University, Chairman Water Corporation, Director Macmahon and MDA National Insurance Ltd.

Br Joseph Smith - OH, Dip Teaching, Dip Counselling, Dip Leadership/Formation – Appointed January 2008

- A proud Brother of St John of God, his initial training and ministry was in special education, and particular experience in community health and welfare work with people with mental illness and those living on society's margins.
- Extensive health care experience leading the Hospitaller Order of St John of God's Australia, New Zealand and Papua New Guinea hospitals and services. Held positions of leadership and formation within the Order (including two terms as Provincial) as well as Chair of Trustees Catholic Health Care.
- Directorships: formerly St John of God Health Care (12 years) and St Vincent's Health Australia (13 years), and currently Catholic Health Australia.
- Provides spiritual companionship and mentoring for leaders of Catholic organisations.

Mrs Therese Temby - BSc, Grad Dip Educ, Grad Dip ILS – Appointed October 2004

- Began her career as a secondary school teacher in Western Australia, first in Government schools and then in the Catholic education system.
- Contributed to State and national educational organisations through board membership and committee participation.
- Appointments: former include Director of Catholic Education WA (10 years), Chair of the Curriculum Council of WA; and current include Chair of the National Catholic Education Commission.



LEFT TO RIGHT: Ms Kerry Sanderson, Mr Dalton Gooding, Sr Linda Ferrington, Dr Michael Stanford, Mr Tony Howarth, Mr Peter Prendiville, Ms Jay Bonnington, Mr Mark Bahen, Dr Tony Baker, Mr Jack de Groot, Assoc Prof Rosanna Capolingua

Board Biographies

Resignations and appointments

Mr Ivor Davies and Sr Ann McGlinn's appointment terms concluded on 31 December 2011 and Ms Eva Skira resigned on 3 February 2012 to become a Trustee.

New Board member appointments: Sr Linda Ferrington commenced on 1 January 2012, Ms Kerry Sanderson on 23 February 2012 and Mr Peter Prendiville on 13 March 2012.

Chairman

Mr Tony Howarth - AO, CitWA, Hon LLD WAust, SF Fin, FAICD – Appointed January 2004 (Member since May 2001)

- Executive career in local and international banking and finance, with senior positions in regional and major banks, building societies and stockbrokers.
- Chairman Mermaid Marine Australia Ltd; Non-executive Director, Wesfarmers Ltd and Alinta Energy; Member of industry and community organisations including: Chairman Committee for Perth; Chairman of International Chamber of Commerce of Australia, Director Chamber of Commerce and Industry of Western Australia; and Director of Western Australian Rugby Union; Member Rio Tinto WA Future Fund.
- Past Chairman Alinta Limited, Home Building Society Ltd & Deputy Chairman of Bank of Queensland Ltd.
- Member University of WA Senate, Chairman University Club, Deputy Chair UWA Business School, Adjunct Professor (Fin. Mgt.) UWA Business School.

Deputy Chairman

Mr Mark Bahen – LLB – Appointed February 2012 (Member since January 2008)

- Formerly Partner of Clayton Utz Solicitors practising in corporate and commercial law.
- Headed the health service and agribusiness divisions of Clayton Utz's Perth office providing legal services to St John of God Health Care (10 years).

- Currently Special Counsel to Clayton Utz and Director Consolidated Pastoral Pty Ltd.
- Member of the Law Society of WA, the Law Council of Australia and the Taxation Institute of Australia.

Dr Tony Baker - MBBS, FRACS, MAICD

– Appointed March 2005

- Consulting specialist in plastic surgery in public and private hospitals for 30 years.
- Emeritus Consultant at Princess Margaret Hospital for Children, Perth.
- Volunteer on overseas surgical missions to countries including Indonesia, Vietnam, the Philippines and Tanzania.
- Committed to training surgeons as an examiner with the Royal Australasian College of Surgeons and as Chairman of the National Board of Training in Plastic and Reconstructive Surgery.
- Served on the Board of Governors at the University of Notre Dame Australia.

Ms Jay Bonnington - BCom, MBA, FCPA, FAICD

– Appointed October 2006

- Career as a Chartered Accountant in New Zealand before moving into senior financial roles for large corporations overseas and in Australia.
- Previously CFO/Finance Director for Yallourn Energy Ltd and National CEO of the Make-A-Wish Foundation Australia.
- Health experience includes Chair of Dental Health Services Victoria.
- Current directorships include: Utilities Trust of Australia, Port of Melbourne Corporation, and HESTA Superannuation.
- Community directorships include: The Queen's Fund, Metropolitan Fire and Emergency Services, the Lord Mayor's Charitable Foundation, and a Member of Deakin University Council.

Assoc Prof Rosanna Capolingua - MB BS FAICD

– Appointed January 2010

- Career built in general medical practice.
- Past Federal President of the Australian Medical Association.
- Involved in medical education and professional development and ethics, serving on medical and Government ethics committees.
- Current positions: Chair of Healthway (WA Health Promotion Foundation), Chair of AMA (WA) Services Pty Ltd, Medical Director of the AMA (WA) Youth Foundation, Chair of the Governing Council for Child and Adolescent Health Services WA, member of Mutual Board of MDA National, alternate director Board of MDANI, member of the UWA Raine Foundation Board and the Board of Governors of the University of Notre Dame, Australia.

Sr Linda Ferrington RSC – Appointed March 2012

- A founding Trustee of Mary Aikenhead Ministries in Sydney, the entity that oversees St Vincent's Health Australia.
- Has held positions as Board Member of Catholic Health Care Services Ltd in NSW, Congregational Councillor for the Sisters of Charity, Director of the Institute for Mission in Parramatta and Principal of several Catholic schools.
- Holds four Masters' degrees in Religious Education, Education (Administration), Arts in Pastoral Leadership and Theology.

Mr Dalton Gooding - BA Bus, FCA

– Appointed February 1998

- Previous partner of Ernst & Young for 14 years.
- Managing Partner of Gooding Partners Chartered Accountants, launched in 1998 and specialising in business, financial accounting and tax advice for high-net worth clients and large private companies.
- Holds non-executive director positions on a number of public and private company boards, including RAC Group, St Ives Group, Avita Medical Limited and Brierty Ltd.

Mr Jack de Groot – BA, MAICD, MAIM

– Appointed January 2010

- Chief Executive Officer of Catholic aid and development agency Caritas Australia.
- Member of the Executive Committee of the Australian Council for International Development.
- Extensive experience in government relations, strategy and policy development, spearheading international aid projects and fundraising.
- Prior roles in the not-for-profit, Catholic education and Catholic social services sectors.
- Board positions across: government advisory, industry, community and education sectors, including the University of Notre Dame.
- Adjunct Professor at the Australian Catholic University.
- Member of the Executive Committee of Caritas Internationalis.

Mr Peter Prendiville – B.COM – Appointed May 2012

- Chairman of his family group of companies, Prendiville Enterprises, whose portfolio includes the multi-award winning Sandalford Wines, Norfolk Hotel, Pier 21 Resort, Tradewinds Hotel in Fremantle, Karratha International Hotel, Cottesloe Beach hotel and Hotel Rottne.
- Chairman of Tourism WA (commenced 1 June 2012).
- A Trustee, Director and Deputy Chancellor of Notre Dame University Australia, having been involved with the university since its inception.

Ms Kerry Sanderson AO, BSc, BEcons, Hon DLitt, MAICD

– Appointed March 2012

- Board Member for Downer EDI and Atlas Iron.
- Participates in a number of charitable and community activities including Board Member of the Senses Foundation and the Paraplegic Benefit Fund, and a member of the Curtin University Business School Advisory Council.
- Named an Officer of the Order of Australia in 2004 for service to the development and management of the port and maritime industries in Australia and to public sector governance in finance and transport.
- Held positions as Agent General for WA, CEO of Fremantle Ports, Deputy Director General of Transport for WA and Director of the Economic and Financial Policy Division for the Western Australian State Treasury.

Dr Michael Stanford – CitWA, MB BS, MBA, FAFPHM, FAICD, FAIM, Grad Cert LCC, Group Chief Executive Officer – Appointed February 2002

- Almost 30 years experience in public and private healthcare management, the majority in senior management roles.
- Previous chief executive officer roles include: Australian Hospital Care Ltd, North Western Health, North Eastern Health Care Network, and Austin and Repatriation Medical Centre.
- Board memberships: Catholic Health Australia Inc, Curtin University of Technology, and the Royal Automobile Club of WA Holdings Pty Ltd.
- Councillor, WA Chapter of the Australia Business Arts Foundation.
- 2010 WA Citizen of the Year, category of Industry and Commerce.



LEFT TO RIGHT: Mr Stephen Roberts, Mr Mark Grime, Ms Karen Laing, Mr Michael Krieg, Dr Mark Lubliner, Dr Shane Kelly, Assoc Prof Catherine Birrell, Dr Michael Stanford, Ms Jennifer Stratton, Dr Lachlan Henderson, Mr Kevin Taylor, Mrs Tracey Burton, Mr Bryan Pyne, Mr Peter Mott.

Group Management Committee Biographies

Resignations and appointments

Mr Graham Armstrong resigned from his role as Chief Executive Officer of St John of God Pathology in November 2011 and Dr Lachlan Henderson was appointed to the position on an interim basis. Due to a management restructure of the organisation's Eastern Hospitals, Mr Ramon del Carmen's role as Executive Director, NSW Services was made redundant in November 2011. Mr John Fogarty resigned from his position as Chief Executive Officer of the St John of God Ballarat Hospital in September 2011 and Mr Michael Krieg was appointed to the role in January 2012.

Dr Michael Stanford – CitWA, MB BS, MBA, FAFPHM, FAICD, FAIM, Grad Cert LCC

Group Chief Executive Officer – Appointed February 2002

- Almost 30 years experience in public and private healthcare management, the majority in senior management roles.
- Previous chief executive officer roles include: Australian Hospital Care Ltd, North Western Health, North Eastern Health Care Network, and Austin and Repatriation Medical Centre.
- Board memberships: St John of God Health Care Inc; Catholic Health Australia Inc; Curtin University of Technology; and the Royal Automobile Club of WA Holdings Pty Ltd.
- Councillor, WA Chapter of the Australia Business Arts Foundation
- 2010 WA Citizen of the Year, category of Industry and Commerce

Assoc Prof Catherine (Kate) Birrell – BBus (HR), Grad Dip HA, MHSc

Group Director Nursing Services – Appointed April 2003

- Over 30 years' nursing experience, the last 20 years in leadership positions, and participates in national and state committees promoting and sustaining nursing professionalism, excellence and education.
- Chair of Catholic Health Australia's Director of Nursing and Midwifery Committee and member of its Stewardship Board, and Board Member of Geelong's Gordon TAFE.
- Australian Catholic University Honorary Clinical Associate Professor in recognition of her collaboration and support of nursing programs and initiatives.

- Member Deakin University's Geelong Community Leaders Group and Board Member of Gordon TAFE.

Mrs Tracey Burton – BHA, MBA, GAICD

Executive Director Eastern Hospitals – Appointed October 2010

- Appointed to the new role of Executive Director Eastern Hospitals in October 2010 to lead growth and development in the Eastern region of Australia, which currently includes nine hospitals across Victoria and NSW.
- Over 25 years experience in the Australian health sector including leadership roles in public and private hospitals and within the Catholic healthcare sector, in New South Wales, Queensland and now Victoria.

Mr Mark Grime, RN, BN, GAICD, Grad Cert LCC

Executive Director WA Regional Health Services – Appointed 2006; Chief Executive Officer St John of God Bunbury Hospital – Appointed 2000

- Overall responsibility for managing the group's regional health services in WA, including St John of God Bunbury Hospital, St John of God Busselton Day Hospital and St John of God Geraldton Hospital.
- Director of Rural Health West and WA South West Medicare Local.

Dr Lachlan Henderson – MB BS, FRACGP, MHSM, GAICD, Cert Sports Med

Group Director Medical Services and Strategy – Appointed November 2008; Acting Chief Executive Officer Pathology – Appointed November 2011

- Extensive experience as a general practitioner and in clinical and managerial roles at St John of God Health Care and the Mount Hospital, Perth.
- Initial head of Notre Dame University Clinical School at Murdoch and current member of School of Medicine External Medical Advisory Board.
- Chair of WA President's Medical Liaison Council for MDA National.
- Fellow Leadership WA and board member Swan Care Group.

Dr Shane Kelly – MB BS, MBA, MPH, FRACMA, FAICD, Grad Cert LCC

Executive Director Perth (Northern and Eastern) Hospitals and Chief Executive Officer, St John of God Subiaco Hospital – Appointed January 2005

- Responsible for the strategic management and performance of our largest hospital.
- Significant health management experience in Western Australia, having held senior public health positions, including Chief Executive Officer South Metropolitan Area Health Service, Princess Margaret Hospital for Children and King Edward Memorial Hospital for Women.
- Medical administrative experience as Executive Director Medical Services Fremantle Hospital & Health Service.
- Governing Council member Child and Adolescent Health Service.

Mr Michael Krieg - RN Dip App Sc (Nursing) BSc (Nurs) MRCNA AFCHSM CHE

Chief Executive Officer, St John of God Ballarat Hospital – Appointed January 2012

- Experienced health professional with over 25 years hospital experience, the last 12 years as a Chief Executive Officer of public and private hospitals.
- Previously Chief Executive Officer of Calvary Health Care Tasmania.
- Experience in health care and business in rural and metropolitan areas.

Ms Karen Laing - RN, CCRN, B.App.Sci. (Nursing), MHA, GAICD

Acting Chief Executive Officer, St John of God Bendigo Hospital as of July 2012

- Nearly 30 years experience in nursing and health management in the public and private health sectors in Victoria, Australia.
- A Member of the Royal College of Nursing Australia, an Associate Fellow of the Australasian College of Health Service Executives and Convenor of the Loddon-Mallee Regional Chapter. Graduate member of the Australian Institute of Company Directors.
- Currently completing a Masters of Health and Medical Law and a graduate diploma in Catholic culture and leadership.

Dr Mark Lubliner - B. MEd Sci (Hons), MBBS, MBA, FRACMA

Group Director Medical Services

Please note: Mark commenced in the position in July 2012 which is outside the reporting period of this annual report.

- Extensive medical and health administrative experience, most recently in planning and strategy with Cabrini Health.
- Held medical director positions in the United Kingdom and at the Alfred Hospital, Melbourne.
- Fellow of Royal Australasian College of Medical Administrators and Williamson Community Leadership Program, and Australian Council on Healthcare Standards surveyor.

Mr Peter Mott – BBus, MIR, Dip Hos Admin, FAICD, FCHSM, FAIM, Grad Cert LCC

Executive Director Perth (Southern) and Regional WA Hospitals and Chief Executive Officer, St John of God Hospital Murdoch Hospital – Appointed November 2002

- 35 years experience in the Western Australian health industry.

- Held management, health policy and workforce roles in public and private sectors, including at St John of God Subiaco Hospital, WA Branch of the Australian Medical Association, and Swan District Hospital and Health Services.
- Chair of the Board of Lifeline WA and Board Director, Australian Institute of Management (WA).

Mr Bryan Pyne – BBus, FCA

Group Director Finance – Appointed October 2007

- 18 years experience in finance including 12 years with St John of God Health Care in a group role, and as Director, Corporate and Financial Services for St John of God Subiaco Hospital.
- Previously chief financial officer in the aged care sector.
- Fellow of the Institute of Chartered Accountants, Board Member of St John of God Hauora Trust, New Zealand, and recipient 40 Under 40 Award (WA).

Mr Stephen Roberts – BBus, BHA, MBA

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

- Early career in the public sector before joining St John of God Health Care in Goulburn, NSW, in 1986 and our Geelong hospital in 1991.
- Long-standing involvement in healthcare industry associations including Past Chairman of the Church and Charitable Private Hospitals Association.
- During 2009 led our Project Advantage team, identifying operational efficiencies group-wide.
- Board member of St John of God Hauora Trust, New Zealand.

Ms Jennifer Stratton – BA, Dip Ed, Prof Dip HR, FAICD

Group Director Mission – Appointed February 2000

- Professional training and experience in education led to a range of roles in industrial relations, policy and research, event organisation, professional and faith development, and human resource development.
- Leadership experience in Catholic education and Catholic health has ensured her expertise is sought on boards and committees across both sectors.
- Board member of the National Council of Caritas Australia
- St John of God Health Care representative on Catholic Health Australia's Stewardship Board.

Mr Kevin Taylor – BSc, GAICD, Grad Cert LCC

Group Director Corporate Services – Appointed April 2008

- Significant management experience within the health industry
- Previously Chief Executive Officer of St John of God Pathology
- His strong links with Timor Leste's Government led St John of God Health Care to establish programs in nursing, pathology and rural primary healthcare in Timor which have been recognised by the Global Health Fund and World Bank as among the most successful by a non-government agency since the country's independence.
- Board member of Mosaic Community Care.

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

Acute care

Treatment of a sudden episode of illness or injury.

Australian Council on Healthcare Standards (ACHS)

The agency that inspects and evaluates healthcare facilities to award accreditation.

Bed day/patient day

An allocated measure of length of stay for inpatients admitted for an episode of care

Benchmarking

Method of measuring performance against established standards of best practice and against comparable organisations.

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.

Capacity building

Supporting individuals and communities to develop the ability to manage their own health and wellbeing.

Caregiver

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

Client

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

Clinical care/clinical services

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

Clinical risk management

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

Collection centre

A centre offering pathology services.

Coronary care unit (CCU)

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

Critical/intensive care unit (CCU/ICU)

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

Discharge

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

Division

A major operating unit, such as a hospital, of St John of God Health Care.

Doctor accreditation

The approval process to obtain clinical privileges to treat patients in our hospitals. It involves credentialing, the verification of qualifications, experience, professional standing and other relevant professional attributes; and setting the scope of the doctor's clinical practice within our organisation.

Episode/occasion of service

An episode of care that begins and finishes within a specific period.

Equivalent full time (EFT)

The ratio of the total number of paid hours during a period (part time, full time, contracted) by the number of working hours in that period.

Evidence-based practice

An approach to clinical practice which incorporates evidence from research, clinical expertise, and appropriateness for the patient's condition and circumstances.

Group

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

Health Workforce Australia (HWA)

A Commonwealth statutory authority, set up by the Australian Council of Australian Governments (COAG) to address Australia's health workforce needs.

Hospital in the Home (HITH)

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

Hospitaller Order of St John of God

A Catholic order of Brothers with whom St John of God Health Care merged their services in 2007.

Inpatient

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

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.

Nursing and Midwifery Standards of Excellence

A set of seven standards reflecting principles widely understood in nursing and midwifery literature as contributing to a healthy and positive work environment, focusing on person-centred holistic care.

Outpatient

A patient/client receiving services from a hospital but not requiring admission as an inpatient.

Overnight inpatient/ stay

An inpatient who is admitted and discharged following at least one overnight stay.

Palliative care

The care provided to a patient who has an illness that cannot be cured, where the focus is on helping patients have the best quality of life by addressing physical symptoms and supporting emotional, spiritual and social needs.

Pastoral services

The care of people's spiritual, religious and emotional needs.

Pathology

The diagnostic branch of medicine examining changes in cells and tissues which 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.

Press Ganey

An independent company which conducts benchmarked satisfaction surveys.

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/ies, involving a contract between a public sector authority and a private party/ies.

Registrar

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

Resident Medical Officer

A junior doctor, training and working in general practice in a hospital.

Same day inpatient/ stay

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 and Advocacy (SOA) services

St John of God Health Care services which 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.

Stewardship

Effective and sustainable use of resources.

Sustainability

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

Team nursing model of care

A model of care that develops a skill mix reflective of clinical need in each ward and unit.

Trustees

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

Workforce planning

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

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NATIONAL

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Tel (08) 9382 4292
Fax (08) 9382 0332 *
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Email info.healthchoices@sjog.org.au
www.sjog.org.au/healthchoices

Group Services

Melbourne Office

Ground floor, 111 Coventry Street
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Fax (03) 9690 0633 *
Email info@sjog.org.au

Osborne Park Office

454 Scarborough Beach Road
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Tel (08) 6103 5606
Fax (08) 9201 1096 *
Email info@sjog.org.au

Wendouree Office

33 Grandlee Drive
Wendouree, VIC 3355
Tel (03) 5342 6601
Fax (03) 5342 6620 *
Email info@sjog.org.au

2 WESTERN AUSTRALIA

Hospitals

St John of God Bunbury Hospital

Corner Robertson Drive &
Bussell Highway
Bunbury, WA 6230
PO Box 5007, Bunbury, WA 6231
Tel (08) 9722 1600
Fax (08) 9722 1650
Email info.bunbury@sjog.org.au

St John of God Geraldton Hospital

12 Hermitage Street
Geraldton, WA 6530
PO Box 132, Geraldton, WA 6531
Tel (08) 9965 8888
Fax (08) 9964 2015
Email info.geraldton@sjog.org.au

St John of God Midland Public and Private Hospitals

Tel 1800 735 719
Fax (08) 9213 3668
Email info.midland@sjog.org.au

St John of God Murdoch Hospital

100 Murdoch Drive, Murdoch, WA 6150
Tel (08) 9366 1111
Fax (08) 9366 1133
Email info.murdoch@sjog.org.au

St John of God Murdoch Community Hospice

100 Murdoch Drive
Murdoch, WA 6150
Tel (08) 9366 1111
Fax (08) 9366 1133
Email info.mch@sjog.org.au

St John of God Subiaco Hospital

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

Pathology

St John of God Pathology

Western Australia
23 Walters Drive
Osborne Park, WA 6017
PO Box 646, Wembley, WA 6913
Tel 1300 367 674
Fax (08) 9204 2974
Email info.pathwa@sjog.org.au

Social Outreach and Advocacy Services

Drug & Alcohol Withdrawal Network

12 Salvado Road, Subiaco, WA 6008
Tel (08) 9382 6049
Fax (08) 9382 6725
Email info.subiaco@sjog.org.au

Group Services

454 Scarborough Beach Road
Osborne Park, WA 6017
Tel (08) 6103 5606
Fax (08) 9201 1096 *
Email info.soa@sjog.org.au

Raphael Centre Subiaco

12 Salvado Road, Subiaco, WA 6008
PO Box 14, Subiaco, WA 6904
Tel (08) 9382 6828
Fax (08) 9382 6823
Free Call 1300 306 828
Email info.raphaelsubiaco@sjog.org.au

St John of God Murdoch Ferns House

62 Pakenham Street, Fremantle, WA 6160
Tel (08) 6226 9444
Fax (08) 9282 5015

3 VICTORIA

Hospitals

St John of God Ballarat Hospital

101 Drummond Street North
Ballarat, VIC 3350
PO Box 20, Ballarat, VIC 3353
Tel (03) 5320 2111
Fax (03) 5333 1682
Email info.ballarat@sjog.org.au

St John of God Bendigo Hospital

133–145 Lily Street, Bendigo, VIC 3550
PO Box 478, Bendigo, VIC 3552
Tel (03) 5434 3434
Fax (03) 5434 3455
Email info.bendigo@sjog.org.au

**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 Berwick Hospital
Gibb Street, Berwick, VIC 3806
PO Box 101, Berwick, VIC 3806
Tel (03) 9709 1414
Fax (03) 9707 4135
Email info.berwick@sjog.org.au

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

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

St John of God Pinelodge Clinic
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Fax (03) 8793 9440
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St John of God Warrnambool Hospital
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Fax (03) 5564 0699
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Pathology

Ballarat Laboratory
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Geelong Laboratory
245 Ryrie Street, Geelong, VIC 3220
Tel 1800 676 823
Fax (03) 5225 1179
Email info.patheat@sjog.org.au

Social Outreach and Advocacy Services

St John of God Accord
Shop 24A, Ringwood Square Shopping Centre, 59–65 Maroondah Highway, Ringwood, VIC 3134
PO Box 528, Ringwood, VIC 3134
Tel (03) 8804 4600
Fax (03) 8804 4690
Email contact@st.johnofgod.org.au

Bloomsbury House Dual Diagnosis Unit
101 Webster Street, Ballarat, VIC 3350
Tel (03) 5320 2601
Fax (03) 5320 2613
Email info.ballarat@sjog.org.au

Pomegranate House Community Psychology Service
103 Webster Street, Ballarat, VIC 3350
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pomegranatehouse.ballarat@sjog.org.au

Raphael House Ballarat
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Raphael Centre Berwick
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Raphael Centre Geelong
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info.raphaelsouthwestvic@sjog.org.au

4 NEW SOUTH WALES

Hospitals

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Burwood, NSW 2134
PO Box 261, Burwood, NSW 1805
Tel (02) 9715 9200
Fax (02) 9747 5223
Email info.burwood@sjog.org.au

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

Social Outreach and Advocacy Services

Casa Venegas
PO Box 112, Enfield NSW 2136
Tel (02) 9715 9200
Fax (02) 9747 5223
Email casa.venegas@sjog.org.au

Raphael Centre Blacktown
36–38 First Avenue
Blacktown, NSW 2148
Tel (02) 9839 0900
Fax (02) 9672 1318
Email blacktown.reception@sjog.org.au

5 NEW ZEALAND

St John of God Hauora Trust
26 Nash Road, Halswell
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Tel +64 3 338 2009
Fax +64 3 338 2008
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Supported residential facilities for people with a disability

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Christchurch, 8025
Tel +64 3 338 2009
Fax +64 3 338 2008
Email enquiries.halswell@sjog.org.nz

St John of God Wellington
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Youth and Community Services

St John of God Waipuna
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Established 1950

2010/11 Annual Report – Silver Award

Since our first entry for our 2004/05 Annual Report, we have received one Bronze Award, five Silver Awards and a Gold Award at the annual Australasian Reporting Awards.



This report is printed on paper that uses 55% recycled fibre and virgin fibre from sustainably managed forests. Sourced from an ISO accredited and certified carbon neutral mill, it is also manufactured using elemental chlorine free pulp.

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