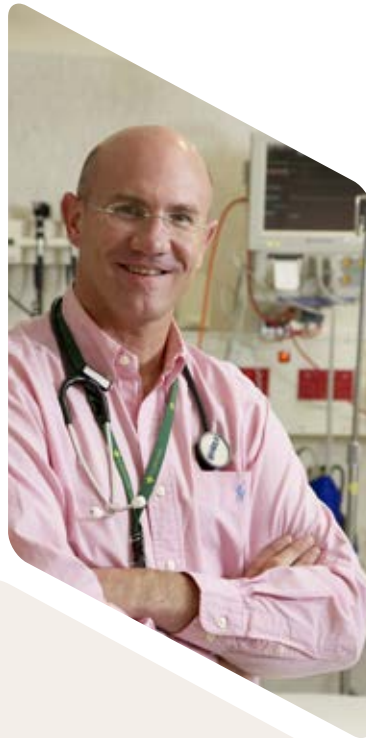


Building Stronger Communities

2012 / 13
Annual Report





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Fast Facts 2012/13

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

Employ **9,922 caregivers** (p66)

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 2,059 beds located in Western Australia, Victoria and New South Wales (p30-45)

Home nursing services in Victoria and Western Australia delivered **113,525 episodes of care**.

Treated **244,190 overnight and same day patients**, and delivered **9,530 babies**.

Delivered **1,990,723 pathology episodes** across Western Australia and Victoria (p47)

Revenue of **\$1.07 billion** (p16)

Committed **\$53 million**, including partnership funding, to **Social Justice initiatives** (p76-77) reaching out to people experiencing disadvantage.

A message from the Chairman of Trustees



Building Stronger Communities

His Holiness Pope Francis addressed more than two million young people at Copacabana in Rio de Janeiro at the 28th World Youth Day this year. In that speech, The Pope asked them to 'be builders of the world, to work for a better world'. Using the words of The Blessed Teresa of Calcutta, he reminded them that it starts 'with you and me.'

Our own healing ministry takes great inspiration from these words. Building a better world starts with you and me. For St John of God Health Care this means starting in our own communities and with our own neighbours. We have a role to play, not only as a Catholic organisation but as a good corporate citizen, in contributing to the wellbeing of those communities and the regions in which we operate.

For that reason, we have chosen *Building Stronger Communities* as the theme for this year's Annual Report. Our holistic approach to healing means we interpret our mission broadly.

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

We therefore focus on the provision of compassionate, high-quality health care. Through our disability services and outreach work we endeavour to improve the health and wellbeing of disadvantaged groups in our society.

Investment in infrastructure is vital to enable us to meet the needs of growing and ageing populations. We are building \$710 million worth of new and expanded facilities in three states, which will significantly extend the provision of our services and enable us to meet changing community needs.

We are also becoming increasingly involved in public health care. Earlier this year, we commenced construction of St John of God Public and Private Hospitals at Midland (p28-29), the first new health facilities in the area for more than 50 years. This is a transformative milestone in our history. It is a major greenfield development that will contribute to building a healthy future for the people of Midland and surrounding communities.

Our holistic model of care results in us having an important responsibility to promote a range of activities that serve to strengthen community life, such as sponsoring organisations that are aligned to our Mission and Values, supporting the arts, promoting volunteerism amongst our caregivers, investing in research, developing a sustainable approach to managing our organisation, providing financial support to worthwhile causes and many more.

Importantly, if we are to be truly effective in bearing witness as a serving ministry, we must strengthen our internal communities by continuing to focus on developing a people-centred culture, so that our highly valued caregivers are affirmed and supported in the delivery of their individual ministries.

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

I am delighted to be able to invite you to learn more about these initiatives in the pages that follow.

Retiring Trustees

The past year has seen a change in membership of the Trustees, with three long-serving members retiring: Dr Isobel Moran, Sister of St John of God; Professor Patrick Duignan and Brother Joseph Smith.

The retirement of Dr Isobel Moran is most significant because, for the first time since commencement in 1989, the Trustees do not have a Sister of St John of God as a member.

Sr Isobel resigned on 30 June to commence her new role as Regional Leader, Australia for the Sisters of St John of God. Sr Isobel, a Trustee since 1996, leaves a lasting legacy. She was instrumental in the establishment of St John of God Australia Ltd, a public juridical person that assumed canonical sponsorship of St John of God Health Care in 2004. We appreciated her insights, wisdom and wise counsel and she will be greatly missed.

Professor Patrick Duignan has been a Trustee since 2000. With a distinguished national and international career in education and academia before he joined the Trustees, he has provided significant insights into leadership to the group.

Brother Joseph Smith provided dedicated service to the organisation as a Board member and Trustee for 16 years. He also played a major role in formation of many of our caregivers and was leader of the Pilgrimage in Granada. He continuously provided a focus on Mission at Trustee and Board level.

Both Professor Duignan and Brother Joseph have been wonderful contributors to the work of our organisation and will be sorely missed.



Clive Macknay
Chairman of Trustees

Year in Review

Financial performance

Achieved revenue of \$1.07 billion in 2012/13, an increase of 4.7% on 2011/12 (p16-18).

Hospital services

Hospitals increased overnight separations by 1.9% and day patient separations by 4.3%. Procedures increased by 3.5% and births increased by 4.8%, while emergency presentations increased by 2.2% (p18-19).

New hospitals

Began construction on the St John of God Midland Public and Private Hospitals, reaching 30% completion by June 2013. The hospitals are due to open in late 2015 (p28-29).

Developments and expansions

Completed a \$35.9 million redevelopment at Bunbury; Burwood began a \$14.8 million redevelopment, with expected completion in December 2013; Geelong completed a \$9.2 million internal ward refurbishment and work progressed on its major \$67.6 million hospital redevelopment, due for completion in April 2014; Murdoch entered the main construction phase of its \$200+ million redevelopment, due for completion in April 2015 (p22-23).

Workforce

Created a new position of Group Director Workforce and introduced a new workforce service delivery model to improve efficiencies and effectiveness, with five service centres: recruitment and human resources; salary and benefits; learning and development; occupational health, safety and wellness; and industrial relations (p66).

Occupational Health, Safety and Wellness

Nominated for Best Workplace Safety and Health Management System in the Western Australian and Victorian State WorkSafe Awards. Continuing improvement in safety performance, through reducing the number and severity of injuries. Reduced lost-time injuries by 24% and serious lost-time injuries by 33% (p70).

Nursing and midwifery

Began implementing the St John of God Health Care Nursing and Midwifery Standards of Excellence. Introduced a new program called EN Extra to develop enrolled nurses to work in specialty areas such as midwifery (p55).

Training and Education

Opened the St John of God Murdoch Training and Education Centre (MURTEC) in September 2012, with funding from Health Workforce Australia, to enhance nursing and medical education and training facilities (p62).

Nursing and midwifery education

Opened the Subiaco Satellite Midwifery Education Centre in September 2012 in collaboration with The University of Notre Dame, with funding from Health Workforce Australia (p34).

Medical education

Employed 49 Resident Medical Officers and introduced two innovative two training programs – the Surgically Mentored Applied Practice, Research and Training (SMART) and Vocational Introductory Physician Experience Rotation (VIPER) programs (p61).

Clinical risk

Developed and implemented an Enterprise Risk Management framework to strengthen our understanding and management of clinical and non-clinical risks throughout the organisation. Created a new role of Group Manager, Clinical Quality Systems (p52-53).

Press Ganey satisfaction surveys

Ranked the number one private hospital operator in Australia by our doctors for the eleventh consecutive year, and achieved top quartile performance in inpatient and day patient surveys compared to all surveyed hospital operators in Australia (p52).

Accreditation

Subiaco, Geraldton, Burwood and Richmond received full accreditation from the Australian Council on Healthcare Standards, with Subiaco receiving six Outstanding Achievements and 27 Extensive Achievements, and Burwood and Richmond (combined accreditation) receiving 10 Extensive Achievements. Geraldton achieved a highly commendable 97% compliance under the new EQUiP National accreditation standards (p52).

Information technology

Completed the installation of wireless technology in operating rooms and doctor lounges in each of our hospitals; developed self-service business intelligence tools and began rolling out Office 2010, Windows 7 and Exchange email; began installing computing infrastructure to improve access to clinical information systems (p56).

Research

Research activity increased markedly, with 71 new research approvals this year (p58-60).

Awards

Murdoch Midwife Vicki Hallion was named WA Midwife of the Year 2012 by Johnson and Johnson, and Pinelodge Clinic Triage Nurse Ailsa Tate was named Catholic Health Australia Nurse of the Year 2012 (p57).

Pathology

Opened a new Pathology laboratory at Murdoch and 16 new collection centres across Western Australia and Victoria. Rationalisation of laboratory services saw the closure of three non hospital-based laboratories in Victoria (p47).

Home nursing

Our Health Choices division increased episodes of care by 17% and expanded Hospital in the Home services across Victoria and Perth (p48).

Environment

The Energy Efficient Light Replacement program was rolled out to six hospitals and one corporate office, reducing our carbon dioxide emissions by an estimated 1,430 tonnes per annum (p83).

Social Justice

Horizon House Dianella, an accommodation and support service for homeless young pregnant women aged 16 to 22, was awarded the Norma Park Award for the most innovative program at the Catholic Social Services Awards in June 2013 (p49).

Year Ahead

Developments and expansions

Continue with internal fit-out and landscaping at the Midland site, review the clinical services delivery model in consultation with clinicians and the community, develop a patient transfer plan with WA Health and finalise the workforce model (p22-23).

Bunbury will open a renal dialysis unit; Burwood will finalise its \$14.8 million redevelopment including increasing beds and adding a Parent and Infant Unit; Geelong will finalise its \$67.6 million redevelopment and commission new services including a new emergency department and rehabilitation and hydrotherapy service (p22-23).

Begin a redevelopment at Accord's Greensborough site, which will enable Accord to support 55% more clients over the next five years (p36).

Learning and development

Roll out the new MyLearning learning management system to all divisions, which will facilitate online learning and management of all development activities, including the completion and reporting of mandatory competencies (p72-73).

New services

Begin providing services at our new Coronary Care Unit at Bunbury, open a Day Oncology Unit at Berwick, and construct a second community residential home at Selwyn, New Zealand.

Community

Implement an enhanced caregiver community involvement program (p76).

Equal opportunity

Implement the St John of God Health Care Reconciliation Action Plan and the Disability Access and Inclusion Plan (p69).

Occupational Health, Safety and Wellness

Implement a caregiver wellness program (p70-72).

Research

Develop a group-wide clinical research strategy and continue to expand our research activities (p58-60).

Nursing and midwifery

Launch a Nursing Clinical School in Ballarat, appoint a Professor of Nursing for the eastern region. Establish an eastern region Nursing and Midwifery Clinical School (p62).

A redevelopment at our Accord disability service's Greensborough site in 2013/14 will enable Accord to support 55% more clients, like John Tonso over the next five years.







OUR ORGANISATION

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Each of our hospitals has a chapel and quiet spaces for reflection for patients and visitors.

Pastoral Practitioner Evelyn Robertson lights the way in the beautiful chapel at St John of God Bendigo Hospital.

Organisation

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

As a leading provider of health care 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 surpluses 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.

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





Sister of St John of God, Sister Gratiae, greets patients and visitors at St John of God Murdoch Hospital.

Our symbol

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

Founding story

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

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 the 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 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. The Board provides direction and guidance to the Group Chief Executive Officer and through him the Group Management Committee, 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 2012/13 in each key result area follows throughout the Annual Report.

- 1/ Culture (p66)
- 2/ Excellence in care (p52)
- 3/ Excellence in governance and management of resources (p89)
- 4/ Formation, education and leadership (72-73)
- 5/ Social justice (76)

Sustainability

The long-term sustainability of our operations and the communities in which we operate is critical in ensuring we can continue the healing mission of the Sisters of St John of God, with which we were entrusted nearly 25 years ago.

The Sisters' foresight in establishing health care services in 1895 that, even today, remain responsive to community need, provides inspiration for us at St John of God Health Care to ensure our distinctive care continues for future generations.

Sustainability is about responsibly managing our operations to enable us to continue providing for the health and wellbeing of those who seek our care, as well as for our caregivers. Our efforts are particularly evident in the management of our finances, our workforce planning and caregiver development opportunities, the management of the environmental impact of our operations, ensuring the prosperity of our communities, and through living our Mission in all that we do.

Throughout this Annual Report, you will find reference to our sustainable activities in these critical areas. Please refer to the sustainability matrix on the next page as a guide.

Financial (p16)

Strong financial governance and forward-thinking strategic planning provide the foundations for financial sustainability. This is achieved through monthly management reporting, policies on authority limits and approval of expenditure, rigorous review and approval of budgets, comprehensive management of large capital redevelopments, and regular benchmarking of performance with comparable organisations.

Workforce (p65)

With the demand for health care growing and new building developments underway, we expect our workforce to increase by 25% over the next three years. To prepare for this period and beyond, it is important that the organisation undertakes workforce planning, attracts and retains caregivers, and continues to support the growth of our caregivers through professional and technical development. We must also maintain a safe and healthy environment for patients and caregivers.

Education and training (p61)

To ensure the future sustainability of the Australian health care workforce, we have expanded our medical, nursing and midwifery education and training, and built strong partnerships with major Australian universities and other learning institutions in the regions in which we operate.

Environment (p81)

Monitoring the impact of our operations on the environment, and instigating changes to minimise this, is critical to ensuring the sustainability of our operations. Initiatives introduced this year have reduced our energy and water usage and cut our waste and carbon emissions considerably. Opportunities were taken to stimulate dialogue among caregivers regarding their individual actions.

Community (p75)

In addition to our hospital and other health services, St John of God Health Care supports the greater wellbeing of the communities in which we operate through our social justice initiatives, which seek to address disadvantage and build capacity.

Culture (p66)

St John of God Health Care is committed to building stronger communities through the living of our Mission and Values in all our interactions with each other and with our communities. Our Mission guides us in building strong foundations of faith and healing that allow promulgation of our culture and service ethos.

The St John of God Midland Public and Private Hospitals will contribute to a sustainable future for the people of Midland and surrounds in terms of health care and employment. Pictured, Director of Nursing, Jeffrey Williams leads a group of WA Health's Swan District Hospital staff on a site visit of the St John of God Midland Public and Private Hospitals.



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

We are now entering the final year of our current Five Year Strategic Plan. Our goal when we commenced was to ensure we could grow with our community and continue to meet their needs now and well into the future.

Many of the factors that characterised the environment still apply: significant population growth, government health reforms and a continuing need in the not-for-profit sector for efficiency, adaptation, innovation and investment in facilities.

Progress implementing our strategic plan

St John of God Health Care is expanding significantly to meet growing and changing community need, and to provide services that will create stronger, healthier, more resilient communities.

This year, with the assistance of both state and federal government funding, we opened in Bunbury a Coronary Care Unit and Angiography Suite, and a Comprehensive Cancer Centre; an important first for the region (p22).

There is further growth ahead with more than \$710 million worth of projects in the pipeline, including redevelopments at our Burwood, Murdoch and Geelong hospitals (p23). Once completed, altogether these redevelopments will add 210 patient beds, significant day patient and outpatient facilities and allow us to treat more than 40,000 extra patients per year.

Most significant of all is our greenfield development of St John of God Midland Public and Private Hospitals, which is progressing on time and to budget and is now more than 30 per cent complete. This significantly expands our work in public health and will bring new and expanded services to north-east suburbs of Perth and nearby regions (p22).

Corporate Responsibility and Environment

We place great emphasis on being a good corporate citizen. It is integral to our Mission.

Addressing inequities in social justice by helping the disadvantaged and marginalised is a key part of our ministry in action and we continue to allocate two per cent of revenue to our Social Outreach and Advocacy program, to improve health and wellbeing in communities with extra needs (p76). Our work in providing accommodation and support for homeless young pregnant women at Dianella Horizon House in Perth, was awarded the Norma Parker Award for most innovative program at the Catholic Social Services Awards.

As a Catholic organisation we seek to limit our environmental impact as much as possible and have made good progress on our sustainability strategy. We were a finalist in the 2012 Victorian Premier's Sustainability Awards – recognition of our commitment to reduce our impact (p84).

Board and management

I'd like to thank my Board for their commitment and hard work over the past year. It is with regret that we say goodbye to Jack de Groot, who has been part of our Board since January 2010. He has contributed greatly to the stewardship of St John of God Health Care.

I also thank Dr Michael Stanford, our Group CEO, for his excellent work and that of his team throughout the year. The Board is delighted that Michael agreed to renew his contract as Group CEO for the next five years, overseeing the expansion of our services and ensuring we continue our healing ministry.

Outlook and priorities

Although there is much ahead of us that bodes well for the future of our sector, we were disappointed with the Federal Government's decision to means test the Private Health Insurance rebate, given the criticality of a vibrant, capital-investing, high quality private hospital sector. The ongoing pressure by the Federal Government on pathology sector expenditure has to relent so as to allow for the smaller, inpatient-focused, quality providers to be sustainable.

The broader economic context in Australia of rising unemployment and a loss of business and personal confidence may have an impact on our operations. We noted a falling off of growth in patient numbers in the second half and will continue to watch this carefully in the year ahead.

We have commenced a process of detailed scenario planning to help develop our new Five Year Strategic Plan. We appreciate the significant input of many internal and external stakeholders.

I extend my thanks to the caregivers, doctors, senior managers and my fellow Board members for all the excellent achievements of the past year. I look forward to the year ahead with confidence that we will continue to live the healing mission of Jesus Christ and enrich the lives of the people we serve.



Tony Howarth AO
Chairman



Group CEO's Report

In 2013 we have continued to focus on providing excellent care, expanding our facilities and ensuring we have the right internal structures to support our growth. This will ensure our long-term sustainability and ability to meet future community need in the face of an increasing population base and changing demographics.

People

The delivery of our healing ministry starts with engaged and committed caregivers.

As a health care provider, the safety and wellbeing of our own people is a priority and in 2013 we had our best ever Occupational Health and Safety performance (p70-72).

We've also continued our focus on inclusion and diversity with the implementation of our Disability Access and Inclusion Plan and our Reconciliation Action Plan (p69).

Overall caregiver turnover, including our nursing turnover, is considerably lower than previous years, and we are pleased to have almost no agency staff requirements. However, we recognise that, with an anticipated 25 per cent growth in our workforce in the next three years, we will need to maintain significant focus on this area.

In our annual caregiver satisfaction survey, we achieved a mean score of 65.2 per cent. While this is a solid result, it was lower than expected and we will focus on improving engagement and moving to the top quartile in our sector in 2013/14.

Stewardship

As a not-for-profit organisation, we take a prudent approach to the stewardship of our resources. I'm pleased to report that 2012/13 was our highest ever revenue with \$1.07 billion, an increase of 4.7 per cent on 2011/12 (p16). This revenue growth was in spite of a slowdown in hospital activity growth in the second half of last financial year, probably arising from the impact of the reduction in the private health insurance rebate and broader economic issues. We will monitor this carefully in 2014.

Project management at all major sites is a key focus given our extensive building program. The greenfield construction of Midland Public and Private Hospitals remains one of our major priorities and we are well on schedule for the planned opening in November 2015. With construction well past the 30 per cent mark, we are now starting detailed service planning and commissioning (p28). I extend my thanks to the Western Australian State Government and to other stakeholders we are working with on this key project that will bring many benefits to the people of Midland and surrounding areas.

Changes in management team

We created the new position of Group Director Workforce during the year and were delighted to welcome Rita Maguire into that role. This recognises the criticality of workforce as we seek to recruit more than 2000 people in the next two and a half years (p66).

I also extend my thanks to Peter Mott and Dr Shane Kelly, Executive Director Perth Southern and Executive Director Perth Northern Hospitals respectively, who resigned after years of excellent service. I was delighted to appoint Lachlan Henderson to the role of Executive Director Perth Northern Hospitals and I look forward to welcoming John Fogarty who commences as Executive Director Perth Southern Hospitals in September 2013.

Year ahead

The focus for the year ahead will be on the successful completion and commissioning of our major capital developments, including recruiting, training, orientating and developing the required workforce.

We will also continue to focus on successful implementation of the ten new quality standards across all our hospitals with these forming part of external accreditation requirements. This will run in parallel with an enhanced focus on internal and external benchmarking of patient safety and quality metrics (p52).

The implementation of our Shared Services Review outcomes will continue as we focus on having the most efficient, effective and scalable models for these 'back of house' services.

Our new 2014-2018 Strategic Plan will be finalised and implementation of actions commenced as we continue to play our role as one of the leaders in the health care and social services sector.



Dr Michael Stanford
Group Chief Executive Officer







STEWARDSHIP

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This year saw major progress on a \$200+ million redevelopment at our St John of God Murdoch Hospital, Western Australia's largest ever private health sector investment.

The redevelopment will deliver 174 additional beds, eight additional theatres, a new medical clinic and a cancer centre. The project is due for completion in April 2015.

Finance overview

Consolidated statement of comprehensive income

For the year ended 30 June 2013	FY 2012/13 \$M	FY 2011/12 \$M
Revenue		
Hospital income from ordinary activities	896.9	857.3
Pathology income from ordinary activities	118.5	116.0
Other income	54.7	48.5
Total revenue for the period	1070.1	1021.8
Expenses		
Employment costs	558.7	527.8
Medical consumables and supply expenses	266.5	254.6
Other expenses from ordinary activities	141.9	134.7
Total expenses for the period	967.1	917.1
EBITDA	103.0	104.7
Interest, depreciation and amortisation	51.0	56.0
Net surplus for the period	52.0	48.7

Consolidated statement of financial position

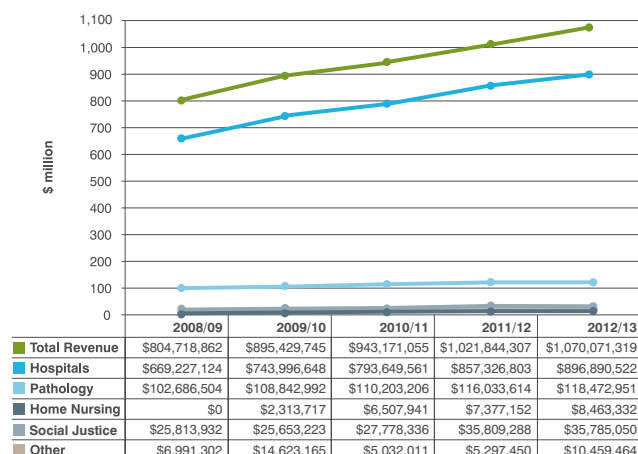
As at 30 June 2013	FY 2012/13 \$M	FY 2011/12 \$M
Current assets	154.0	148.3
Non-current assets		
Property, plant & equipment	710.9	582.2
Other	54.6	50.2
Total assets	919.5	780.7
Current liabilities		
Other	199.0	198.0
Non-current liabilities		
Borrowings	165.4	80.0
Other	48.0	50.5
Total liabilities	412.4	328.5
Net assets	507.1	452.2
Equity	507.1	452.2

Consolidated cashflow statement

For the year ended 30 June 2013	FY 2012/13 \$M	FY 2011/12 \$M
Net cash inflows from operating activities	85.5	112.3
Net cash outflows from investing activities	(173.4)	(66.9)
Net cash flow (used in) / from financing activities	78.5	(30.2)
Net increase / (decrease) in cash and cash equivalents	(9.4)	15.2
Cash and cash equivalents at the beginning of the year	33.4	18.2
Cash and cash equivalents at the end of the year	24.0	33.4

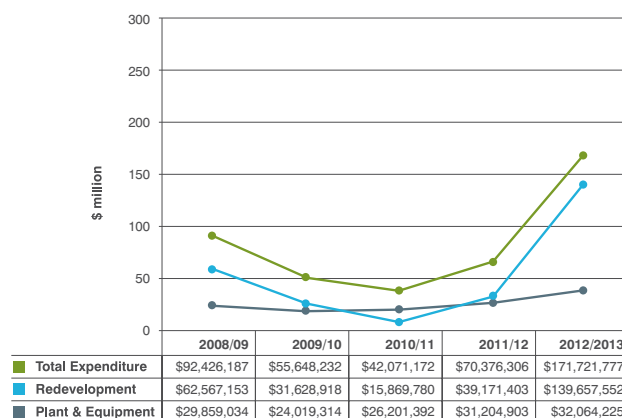
Stewardship

Revenue



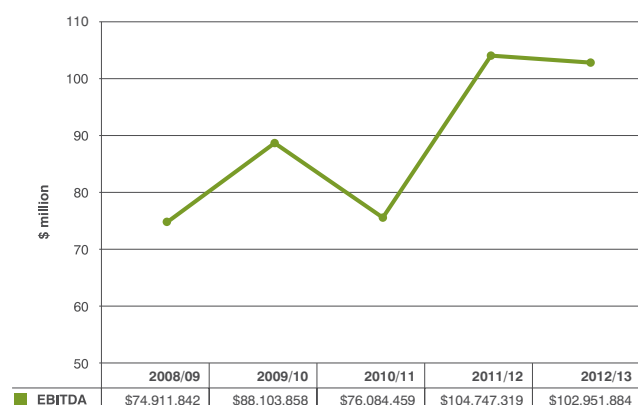
The predominant source of our 4.7% revenue growth was through our hospitals, which grew 4.6%, consistent with the market average. Pleasingly, home nursing growth continues to be significant year-on-year, 14.7% this year after 13.4% last year. Pathology revenue growth of 2.1% was below market average in a difficult industry sector.

Capital Expenditure



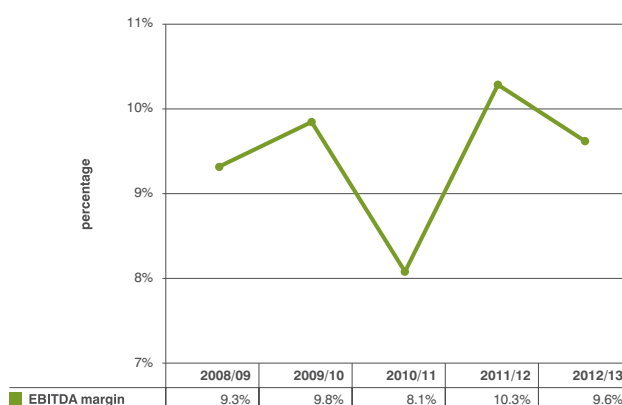
The \$171M capital expenditure on redevelopments in the year was our highest ever and is industry-leading in Australia. It reflects our commitment to expanding our services to meet community need and ensure access for patients. Our funding of redevelopments in the year ahead will be equivalent to this year as projects move to commissioning.

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



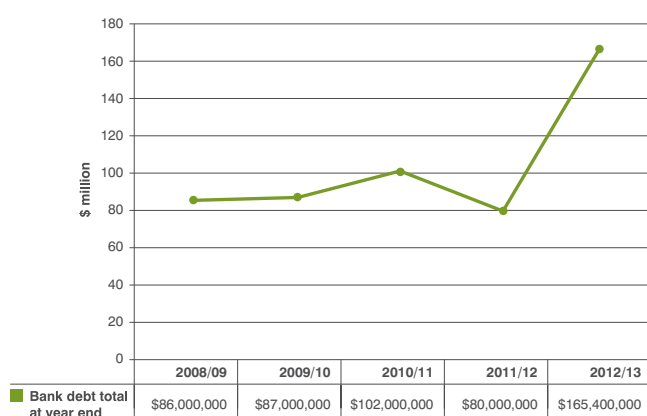
Our earnings from operations reduced slightly (by 1.7%) as a result of our increased strategic investments in Social Outreach, Mission, Pastoral Care and research initiatives, as well as the difficulties we face in Pathology. Significant EBITDA growth will occur in the coming year as our redevelopments come online.

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



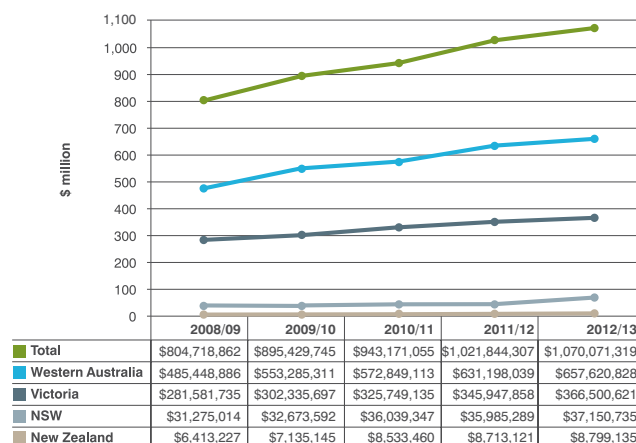
Our profitability margin reduced slightly from last year but was 20 basis points above our five year average (9.6% vs 9.4%). Given the ongoing squeeze on pathology margins due to government funding restrictions and regulations, the margin result is satisfactory.

Bank Debt



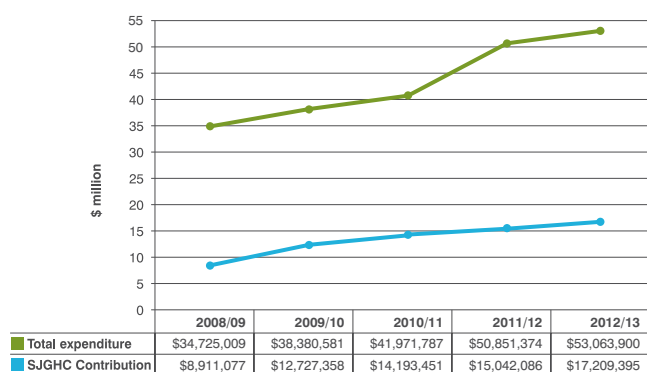
The great majority of our funding for redevelopments comes from the cash flow we generate, and from bank debt. We remain conservatively geared and are pleased to have secured long-term bank debt at very competitive interest rates.

Operating Revenue - Geographic Analysis



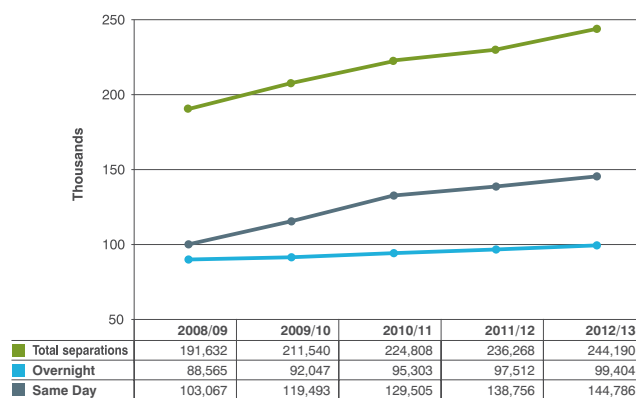
Whilst WA continues to provide the greatest source of our revenue (61.5%), Victorian revenue grew at a faster rate during the year (5.9% vs 4.2% growth in WA) so that Victoria now represents 34.3% of total revenue. Our largely government-funded services in New Zealand were only able to grow revenue by an unsustainable 1.0%.

Social Justice Expenditure



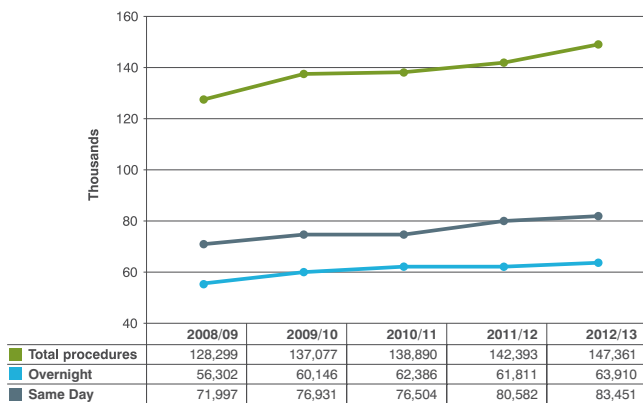
With Social Outreach revenue (mostly from government contracts) only rising 0.1%, our 4.3% growth in our total Social Justice expenditure was largely self-funded, with St John of God Health Care's contribution rising 14.4% to \$17.2M.

Separations



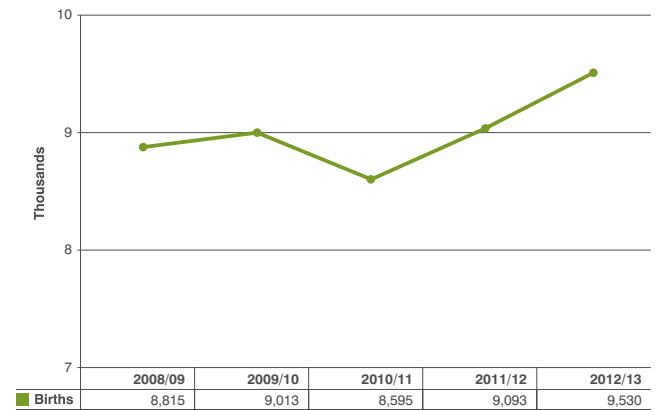
Overnight separations grew 1.9%, slightly below the four-year average of 2.8%. This reflects slowing of growth in the second half, possibly due to the private health insurance rebate and product changes (such as co-payments and exclusions) affecting the whole sector. Same day growth of 4.3% was below the prior year growth of 7.1% and down on the four-year average of 10.1%.

Procedures



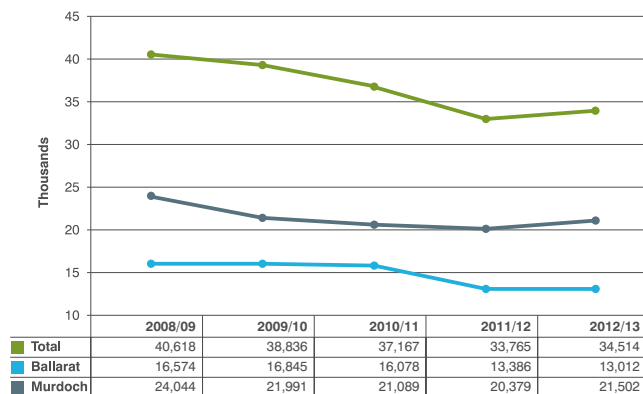
Overnight patient procedures increased 3.4%, identical to four year trend growth. Day patient procedures growth of 3.6% was slightly below the four-year average of 4.0%. The ratio of procedures/separations has declined from 67.0% in 2008/09 to 60.3% in 2012/13 as the number of medical day patients has increased.

Obstetric Deliveries



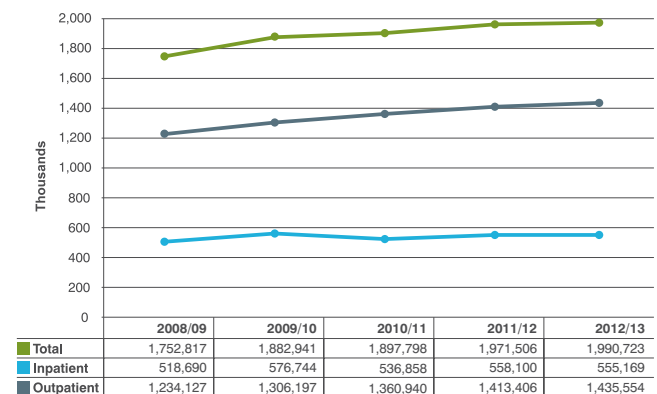
A record number of births reflected a 4.8% growth on last year, well above the four-year average of 2.0%.

Emergency Department Presentations



Emergency Department presentations rose 2.2% after several years of decline, primarily through growth at our Murdoch Hospital of 5.5%. Admissions from ED grew 6.2% with Murdoch up 8.9% and Ballarat up 2.0%.

Pathology Episodes



Outpatient growth of 1.6% in a difficult market was below our four-year trend of 4.1%. Inpatient episodes slipped slightly (0.5%) below last year largely due to length of stay reductions at hospitals we serve.

Operational update

This section summarises progress in our key result areas against the 2012/13 Group Operational Plan and highlights our focus for 2013/14. 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	2013/14 Focus
Implement Occupational Health and Safety (OHS) Strategy (p70).	✓ National Audit Tool (NAT) surveys and no-lift system completed.	- OHS strategy: implement caregiver wellness program and strengthen contract management. - Community Relations Framework: caregiver community involvement program. - Further implement Disability Access and Inclusion Plan. - Implement Reconciliation Action Plan. - Support divisions planning significant workforce expansions to ensure strong values/Mission alignment in new workforce. - Develop program for celebration of 25th anniversary of SJGHC.
Review OHS Electronic Management System.	♦ Review postponed to FY14	
Implement Community Relations Framework (p76).	→ Implementation of caregiver community involvement program rolled over to 2013/14; Eastern Hospitals regional philanthropy/fundraising approach progressing; bequest programs in place in all Divisions.	
Increase cultural diversity within SJGHC.	✓ Disability Access and Inclusion Plan (DAIP) (p69) access audits and recruitment process review completed and caregiver formation program in place	
Implement the SJGHC Reconciliation Action Plan (RAP) (p69).	✓ RAP approved and endorsed by Reconciliation Australia, and planning for implementation commenced.	
Finalise and implement Group CALD (Culturally and Linguistically Diverse) policy.	✓ Policy implemented.	

Excellence in care

Actions	Progress	2013/14 Focus
Implement SJGHC Nursing and Midwifery Standards of Excellence (p55).	→ Implementation commenced in all hospitals.	- Continue implementation of Nursing and Midwifery Standards. - Continue preparation for readiness for full implementation of ACSQH Standards. - Seek opportunities for research in Pastoral Services. - Develop group-wide clinical research strategy. - Review clinical governance of allied health services across the group.
Implement the Australian Commission on Safety and Quality in Health Care Standards (p52).	→ Group Clinical Governance Framework drafted; Reference Groups for each standard established and divisional action plans developed.	
Implement Pastoral Services Strategy (p56).	→ Professional standards developed; Spiritual Assessment and Screening Tool implemented; implementation of measurements of effectiveness nearly completed; supporting IT systems in process of being rolled out.	
Implement strategy for doctor recruitment (p62).	→ Development of Medical Workforce Strategy commenced	

Excellence in governance and management of resources

Actions	Progress	2013/14 Focus
Implement Shared Services Review recommendations.	→ Key recommendations being implemented in all work streams. Engineering and catering work streams have commenced analysis phase.	- Develop SJGHC Strategic Plan FY 2015-19. - Develop and implement Group Workforce Strategy. - Finalise implementation of Shared Services Review. - Complete due diligence on Midland IT systems and inter-operability, and finalise IT implementation project plan. - Finalise implementation of ERM Framework.
Implement Information Systems (IS) strategy (p56).	→ Installation of mirrored servers completed; infrastructure required for doctor/patient portals and data warehousing developed; medical records scanning pilot underway.	
Design and develop implementation plans to meet the IT systems requirements for the Midland Hospitals (p28).	→ Significant due diligence completed regarding ultimate requirements. Evaluation process well advanced for systems that will need to be acquired.	
Implement environmental sustainability strategy (p82).	✓ Lighting replacement program rolled out; Group Waste and Environmental Management guidelines finalised and launched; existing recycling programs audited and modified where required.	
Progress greenfield developments (p22).	→ Council zoning, feasibility study and Board approval in principle gained for proposed Mandurah development.	
Review Business Continuity Plans (BCP).	→ Divisions and Group reviewing BCP plans in compliance with best practice.	
Develop Group Crisis Management Plan.	◆ Rolled over to 2013/14.	
Address WA-specific workforce challenges.	→ Workforce plan completed for Midland and Murdoch Hospitals.	
Develop Enterprise Risk Management (ERM) framework (p52).	→ ERM and Organisational Risk Profile approaches, frameworks and policies developed.	

Formation, education and leadership

Actions	Progress	2013/14 Focus
Implement Learning Management System (LMS).	→ Rollout of LMS nearing completion and eLearning modules developed.	- Establish Eastern Region Nursing and Midwifery Clinical School (p62). - Conduct feasibility study for SJGHC to become an RTO. - Develop formation policy for front-line caregivers. - Develop wellness program for caregivers (p66). - Develop cross-cultural awareness education as part of Reconciliation Action Plan (p69).
Implement standardised approach to Performance Review and Development	✓ Complete.	
Investigate the development of a Graduate Certificate/Diploma in Pastoral Studies.	→ SJGHC Trainee Program developed in partnership with Notre Dame University. Pilot commenced.	
Review and implement standardised nursing curricula for Graduate Nursing Programs.	→ Review completed and final approval pending.	
Develop learning packages to support scope of practice for Assistants in Nursing / Patient Care Assistant role.	◆ To be reviewed post appointment of Group Manager, Learning and Organisational Development.	

Social justice

Actions	Progress	2013/14 Focus
Develop and implement an advocacy agenda.	◆ Implementation rolled over to 2013/14.	- Develop SOA Services Strategy 2014-19. - Design and implement Group Social Justice advocacy agenda.
Implement reviews of Strong Families, Strong Culture; Horizon Houses; and Raphael Centres (p49).	✓ Strong Families, Strong Cultures transferred as result of review; commenced implementation of recommendations for Raphael Centres and Horizon Houses.	
Implement Youth Strategy.	✓ Implementation commenced, including youth mental health partnerships.	

Building healthy communities

St John of God Health Care is meeting growing demand for health care through substantial investment in redevelopments at our existing hospitals, and partnering with the government on the new St John of God Midland Public and Private Hospitals.

Our building projects – which will increase the scale of our operations by 25% over the next two years – are a significant aspect of our commitment to strengthening the communities in which we operate. Through the provision of new and innovative services, we are able to deliver our distinctive, quality care to more people at all stages of their life's journey.

St John of God Midland Public and Private Hospitals (p28-29)

Greenfield development 2012-2015

- St John of God Health Care has a 23-year contract with the Government of Western Australia to build and operate a public hospital in Midland, Perth. This project represents a joint state and federal government investment of \$360 million with SJGHC investing a further \$70 million in an integrated private hospital.

- Construction of the greenfield co-located St John of God Midland Public and Private Hospitals began in August 2012 and was 30% complete in June 2013, with the hospitals due to open in late 2015.
- With 307 beds, the public hospital will offer a wide range of services to the communities of Perth's eastern suburbs and areas of the Wheatbelt, free of charge to public patients, while the 60-bed private hospital will offer the choice of private health care.
- The public hospital will significantly increase the number of patients able to be treated locally from 35% to 75%.

St John of God Bunbury Hospital (p30)

Redevelopment 2012-13

- The \$35.9 million redevelopment of St John of God Bunbury Hospital was completed in May 2013 and funded by the federal and state governments, St John of God Health Care, and generous community donations totalling \$2,631,205 as at 30 June 2013.
- The redevelopment included the construction of a new Coronary Care Unit and Angiography Suite, plus Comprehensive Cancer Centre.
- New services that the redevelopment has brought to the South West community include; an expanded 12 bed chemotherapy unit and a new consulting suites for cancer specialists, on-site pharmacy, BreastScreen, McGrath

Construction of the new Midland Public and Private Hospitals is 30% complete.



Breast Care Nurse, a regional cancer transport service, an accommodation and wellness centre for patients receiving cancer treatment and their carers, the first regional PET CT scanner, an eight-bed coronary care unit and cardiac angiography.

- Planning for an expanded Renal Dialysis Unit is complete and will be put to tender in August 2013.

St John of God Burwood Hospital (p44)

Redevelopment 2012-13

- St John of God Burwood Hospital commenced a \$14.8 million redevelopment that will increase beds from 86 to 95.
- Included in the redevelopment will be a new 12-bed parent and infant unit, counselling and therapy centre, patient lounges, chapel, reception, gymnasium, additional parking, landscaped gardens and refurbished patient rooms.
- The project is scheduled for completion in December 2013.

St John of God Geelong Hospital (p41)

Redevelopment 2011-2014

- A two-year \$9.2 million internal ward refurbishment program was completed at St John of God Geelong Hospital in November 2012, which included the upgrade of patient and staff amenities and engineering infrastructure.
- The \$67.6 million redevelopment of the hospital is ongoing and due for completion in April 2014. This will add an additional 64 inpatient beds, interventional cardiovascular laboratory, three additional operating theatres, rehabilitation unit, allied health and hydrotherapy service, a new chapel, 3.5 levels of underground carparking and further upgraded staff amenities.
- This project will also deliver the Geelong community its first private emergency department to complement the services currently offered in the public system.
- The City of Greater Geelong has estimated that the redevelopment at St John of God Geelong Hospital will inject \$208.3 million into the local economy annually.

St John of God Murdoch Hospital (p32)

Redevelopment 2011-2014

- St John of God Murdoch Hospital entered the main construction phase of its \$200+ million redevelopment. Construction began on the new Wexford Medical Centre, South Wing, Cancer Centre, pastoral services department and endoscopy unit; additional birth suite and new theatres; ICU, central sterile supply department, kitchen expansions; refurbishment of the day procedure unit; and 450 parking bays.
- A new Endoscopy unit opened in July 2013, and will be quickly followed by the Wexford Medical Centre (early 2014), and Theatre, ICU/CCU and CSSD expansions plus the new 120 bed South Wing in the second half of 2014. The redevelopment is expected to be completed by the end of 2014.
- Opened a new pathology laboratory and pharmacy.
- The Murdoch Training and Education Centre, (MURTEC), a state-of-the-art clinical training and education centre, opened in September. The Centre was funded by the Commonwealth Government's Innovative Clinical Teaching and Training grant and provides innovative, interesting and contemporary simulation training based on clinical best practice.



Our Bunbury hospital's new Positron Emission Tomography (PET) Scanner at the new Comprehensive Cancer Centre – the only PET Scanner in regional WA.



The Burwood redevelopment will include a 12 bed parent and infant unit, and a counselling and therapy centre.



Geelong's \$67.6 million redevelopment will be completed in 2014.



Murdoch opened a training and education centre, new pathology laboratory, and pharmacy this year as part of its major redevelopment.





SERVICES

In this section

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Our regional hospitals provide a broad range of high quality services that enable local residents to receive care closer to home.

Victorian Premier Denis Napthine watches as Father John Fitzgerald blesses a new MRI machine at St John of God Warrnambool Hospital. The installation of the \$1.2 million machine will provide more opportunities for musculo-skeletal/orthopaedic, neurological/spinal and cancer diagnosis and reduce surgery waiting lists in Warrnambool.

Our Locations

WESTERN AUSTRALIA

1 Perth

- Drug and Alcohol Withdrawal Network (p34-35)
- Head Office (p102)
- Health Choices (p48)
- Horizon Houses (p49)
- Midland Public and Private Hospitals (under construction) (p28)
- Murdoch Community Mental Health (p33)
- Murdoch Hospital, including Murdoch Community Hospice (p32)
- Raphael Centres (p49)
- St John of God Foundation (p78)
- Subiaco Hospital (p34)

2 Bunbury

- Bunbury Hospital (p30)
- Busselton Day Hospital
- Horizon House
- South West Cancer Accommodation Centre (p30)
- South West Community Drug Service Team (p30)

3 Geraldton

- Geraldton Hospital (p31)
- Horizon House

4 North and Mid West

- Horizon House Broome

5 Statewide

- Pathology – 6 laboratories and 60 collection centres (p47)

VICTORIA

6 Melbourne

- Accord (p36)
- Berwick Hospital (p39)
- Frankston Rehabilitation Hospital (p40)
- Health Choices (p48)
- Pinelodge Clinic (p42)
- Raphael Centre Berwick (p39)

7 Ballarat

- Ballarat Hospital (p37)
- Bloomsbury House
- Health Choices (p48)
- Pomegranate House (p37)
- Raphael House Ballarat

8 Bendigo

- Bendigo Hospital (p38)
- Health Choices (p48)
- Horizon House
- Raphael Centre Bendigo (p49)

9 Geelong

- Geelong Hospital, including Specialist Centre (p41)
- Health Choices (p48)
- Horizon Houses
- Raphael Centre Geelong (p41)

10 Warrnambool

- Health Choices (p48)
- Horizon House
- Raphael Centre South-West Victoria
- Warrnambool Hospital (p43)



11 Statewide

- Pathology – 13 laboratories and 93 collection centres (p47)

14 Wellington

- Wellington (p46)

NEW SOUTH WALES

12 Sydney

- Burwood Hospital (p44)
- Casa Venegas
- Raphael Centre Blacktown (p45)
- Richmond Hospital (p45)

ASIA PACIFIC

Social Outreach and Advocacy services

15 East Timor

- Nursing Development Program (p49)
- Pathology Development Program (p49)
- Primary Health (p49)

NEW ZEALAND

13 Christchurch

- Addington (p46)
- Halswell (p46)
- Selwyn (p46)
- Waipuna (p46)

16 Tonga

- Tonga Twinning Program

17 Papua New Guinea

- Primary Health

Under construction

Construction / Began 2012

Opening / Late 2015

Location / Clayton Street, Midland

Chief Executive Officer

Mr Ian Anderson

Beds / 307 public and 60 private

Staff / 1000 will be employed

Theatres and procedure rooms

9 theatres and 3 procedure rooms

Services / *Public*: general medicine and sub-specialties, general surgery and specialties, allied health, chemotherapy, coronary care, day surgery, emergency, intensive care, mental health, obstetrics, oncology, paediatrics, rehabilitation and women's health. *Private*: Medicine, surgery and day surgery.



June 2013 site aerial view

Design, construction and services planning

- Began construction of the greenfield \$430 million co-located public and private hospitals in August 2012, with a ceremony to mark the laying of the first foundation.
- Reached 30% completion of the building program in June 2013.
- Made significant progress on the detailed design following extensive consultation with expert clinical users from WA Health and St John of God Health Care, covering services such as emergency, women's health, paediatrics, critical care, mental health, geriatrics and rehabilitation.
- Developed an identity statement for the hospitals that promotes community engagement and healing by delivering a facility that people can identify with, captures the Midland identity and gives a sense of belonging.
- Began developing the hospitals' interior design and way-finding concept and strategy that will create a legible interior, through clearly defined spaces that are simple and intuitive to navigate, to reduce the stress and anxiety caused by disorientation.
- Started detailed work in collaboration with WA Health to document the interoperability requirements that will enable public patient data to be transferred between the hospital's and the state's information systems.
- Began a program of doctor engagement, meeting specialists, medical administrators, general practitioners and deans of medical schools in preparation for delivering public and private medical services at the new hospitals.
- Met the heads of all Perth-based schools of nursing to begin developing relationships and partnerships that will assist with workforce recruitment and opportunities for caregiver development.

People

- Appointed the executive and management team, including the Chief Executive Officer; Directors of Corporate Services, Hospital Development, Medical Services, Mission and Nursing; and Managers of Administration, Communications, and Information, Communication and Technology (ICT).
- Appointed a dedicated ICT systems project team, who are being assisted in their work by St John of God Health Care's Information Services.
- Director of Nursing, Jeffrey Williams, was honoured by The University of Notre Dame Australia with the title Adjunct Associate Professor for the School of Nursing and Midwifery, in recognition of his work in the advancement of nursing practice in Western Australia.



First concrete pour December 2012.

L to R: Brookfield Multiplex Regional Director Steve McConkey, Minister for Health Hon Dr Kim Hames, St John of God Health Care Group CEO Dr Michael Stanford.

Strengthening our community

- Embarked upon an intensive community engagement campaign across the four Local Government Authorities who form the hospitals' catchment area, including presentations, participation in community events and tours of the construction site.
- Began engaging with the Aboriginal community on the hospitals' design by consulting with representatives of the Traditional Owners and experts in health, language, horticulture and the environment.
- Hosted a visit by Archbishop Zygmunt Zimowski, President of the Pontifical Council for Health Care Workers, as part of his tour of Australian Catholic health care facilities.
- Initiated links with local Catholic Parishes and schools including having our project office blessed.
- Discussed the potential for us to be involved in vocational training of year 11 and 12 students.
- Progressed our public art strategy through the State Government Percent for Art scheme and began work on an overarching art strategy for the hospitals.
- Appointed our inaugural Aboriginal youth ambassador and supported his participation in a baseball tour to the USA as part of a state team.
- Awarded 11 community wellbeing grants to grassroots organisations whose programs focus on physical or mental wellbeing or youth capacity building.

Year ahead

- Pour the final concrete, a milestone that will be celebrated with a 'topping out' ceremony, and continue the building's internal fit-out and landscaping.
- Review the clinical services delivery model in consultation with key clinicians and community groups to ensure robust models of care and excellent linkages with the WA Health system and community health and social services.
- Prepare further for the hospitals' opening in late 2015 by developing a patient transfer plan with WA Health and finalising our workforce model.
- Continue community consultation, including the appointment of a consumer advisory council and further engagement with the Aboriginal community on landscaping, interior design, way-finding, workforce and culturally appropriate health services.
- Progress the ICT program by moving into the design phase, finalising the infrastructure to be procured before the opening, selecting a clinical information and health record scanning system and installing the selected systems into test environments.
- Begin planning for pastoral services in order to build a team of pastoral workers who will journey with patients once the hospitals open.
- Continue to engage with the nursing, medical and allied health education bodies as part of our preparations for service delivery and recruitment prior to the hospitals' opening in late 2015.

Members of the Wadjuk People, the traditional owners of the Perth region, the Derbyl Yerrigan and the Swan Coastal Plain, perform a smoking ceremony at the laying of the hospitals' first foundation in August 2012.



Australia – Western Australia

St John of God Bunbury Hospital

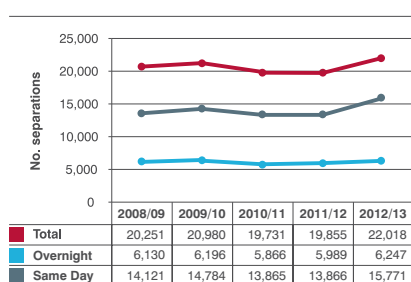
Established / 1927
Location / Robertson Dve and
 Bussell Hwy, Bunbury
Chief Executive Officer
 Mr Mark Grime
Medical Advisory Chair
 Dr Peter Bairstow
Beds / 140

Staff / 526
Accredited doctors / 257
Theatres and procedure rooms
 5 theatres
Services / Dialysis, obstetrics,
 oncology, outpatients, palliative
 care, surgery, community drug and
 alcohol services.

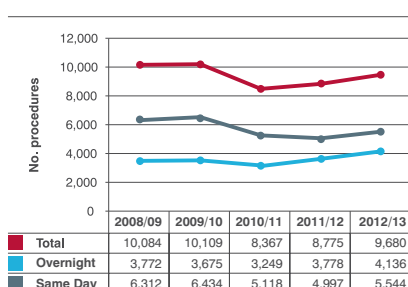


Performance snapshot

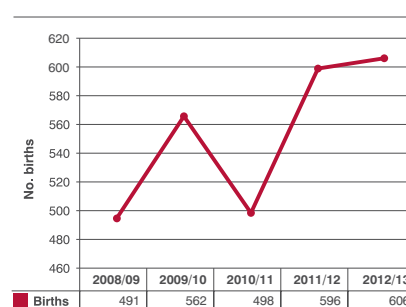
Separations



Procedures



Births



Services

- Opened our Coronary Care Unit, Comprehensive Cancer Centre and Angiography Suite, which include PET and CT scanning, increased oncology unit capacity, expanded research, cancer support service, and multidisciplinary team peer review and planning programs. Our new 12-bed chemotherapy unit allowed us to provide an additional 800 treatments in 2012/13; 25% more than in 2011/12.
- BreastScreen began offering services at the South West Health Campus (SWHC) in March 2013.
- Received a grant from the McGrath Foundation to fund a full-time Breast Care Nurse for three years.
- Our regional cancer transport service, the first in regional Western Australia, commenced in May 2013.
- Improved the cancer patient experience by coordinating specialist appointments, chemotherapy, and radiation oncology with regional transport to the health campus.
- Our onsite pharmacy opened in March 2013, offering chemotherapy drug preparation onsite and pharmacy services to patients visiting the SWHC.
- Launched our 15-unit regional cancer accommodation centre, located at Bethanie Dalyellup, accommodating an average five patients per week.
- Our hospital was one of only 10 nationwide accepted to join an international clinical trial for patients with colorectal cancer. We will trial a new drug that inhibits cancer stem cells and thus may offer hope for patients who have exhausted all chemotherapy options.
- We are one of the top four Australian recruiters to the Short Course Oncology Therapy trial, which is trialling a 12-week course of chemotherapy instead of 24 weeks. This significantly minimises the side-effects of chemotherapy, while still providing good health outcomes.

People

- Expanded the availability of our medical registrars, through recruitment of two additional Registrars, to 8am to 11pm seven days a week, to support our medical specialists.
- Appointed a palliative care and oncology specialist Registrar.

Strengthening our community

- The St John of God Community Visitors Scheme, which matches residents in aged-care facilities with a volunteer visitor with the aim of providing friendship and companionship, was nominated as a finalist in the 2013 Bethanie Medallion, Volunteer Organisation Category.
- Employed two project officers to support two Collie and Manjimup communities implement an alcohol management plan.
- Employed additional caregivers and provided a vehicle to support the Peel Youth Medical Service, which provides counselling and education services for local youth.

Year ahead

- Relocate our South West Community Drug Service Team from two separate buildings into one facility with superior quality amenities for clients.
- Begin providing services in our Coronary Care Unit for public and private patients.
- Expand the range of angiography services available to include vascular and interventional cardiac angiography.
- Introduce 24-hour onsite medical cover, provided by Registrars and Resident Medical Officers.
- Refurbish, and increase the capacity of, the Renal Dialysis Service from seven to 11 chairs.

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 / 158

Accredited doctors / 110

Theatres and procedure rooms

2 theatres, 1 procedure room

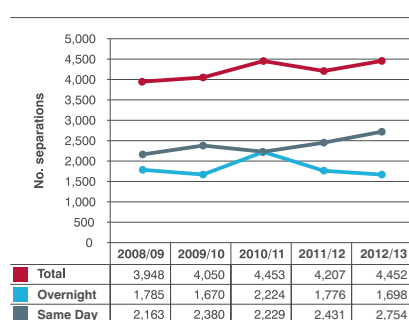
Services / Overnight and day

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

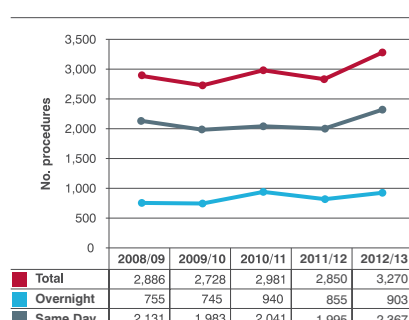


Performance snapshot

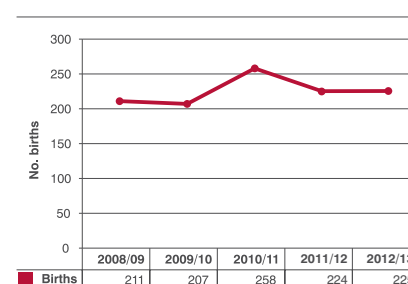
Separations



Procedures



Births



Services

- Continued to undertake publicly-funded replacement surgery, performing 48 joint replacement surgeries in 2012/13, to alleviate pressure on Geraldton Regional Hospital.
- Took over the provision of public ophthalmic surgery in the region from Geraldton Hospital, including all elective and emergency public cases.
- Ranked the number-one private hospital in Western Australia by HBF members in their annual Press Ganey patient satisfaction survey.
- Recorded a significantly improved result in the annual Press Ganey inpatient satisfaction survey, scoring in the 94th percentile compared to the 90th percentile in the previous year, and in the doctor satisfaction survey, scoring in the 77th percentile compared to the 54th percentile in the previous year.
- Conducted a feasibility study in conjunction with the Western Australia Country Health Service (WACHS), examining short, medium and long-term options for the provision of health services in the region.

People

- Director of Nursing Kacey Johnson was seconded to a St John of God Health Care group project for 12 months from March 2013, with Chief Executive Officer Paul Dyer taking on a dual role of CEO/DON.
- Implemented an Enrolled Nurse Graduate Program with three participants, to help increase our uptake of enrolled nurses. Recruited a new resident general and orthopaedic surgeon.
- Recruited a new visiting oral and facio-maxillary surgeon and urologist.

Strengthening our community

- A community mass and function was held to farewell the last two remaining St John of God Sisters in Geraldton.
- Partnered with Mid-West Yellow Ribbon for Life to deliver mental health first aid education to local mental health care providers.
- Began holding a monthly caregiver barbecue to raise funds for the local Police Citizens Youth Club.
- 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.
- Became a member of the newly-formed St Francis Xavier Cathedral Fundraising Committee with the aim of raising funds to restore the Geraldton Catholic Cathedral.
- Began a Hospital Arts Program that involved displaying artwork from Nagle Catholic College students and members of the Geraldton Photography Club.

Year ahead

- Continue to work with WACHS to expand the scope of clinical services we provide.
- Expand our private orthopaedic services with the potential recruitment of another orthopaedic surgeon to further decrease the number of patients having to travel to Perth for surgery.
- Explore further opportunities to provide government-funded services to alleviate pressure on Geraldton Regional Hospital.
- Implement an expanded scope of practice for enrolled nurses in our Maternity and Operating Suites and for patient care assistants in the general ward setting.

Australia – Western Australia

St John of God Murdoch Hospital

Established / 1994

Location / 100 Murdoch Drive,
Murdoch

Acting Chief Executive Officer

Mr Colin Young

Medical Advisory Chair

Dr Peter Bremner

Beds / 363

Staff / 1544

Accredited doctors / 585

Theatres and procedure rooms

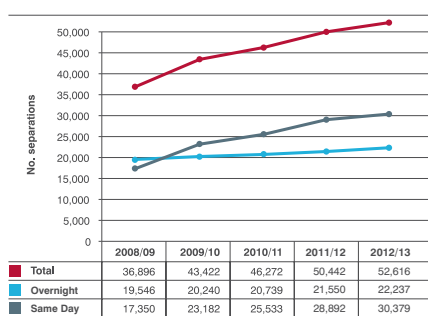
10 theatres, 4 endoscopy suites, 2
cardiac catheterisation laboratories

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

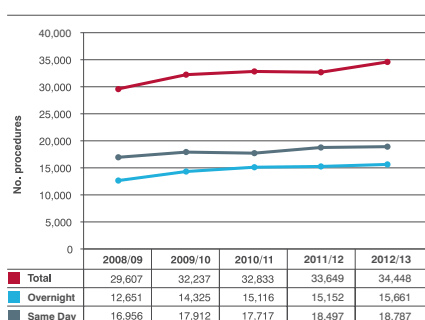


Performance snapshot

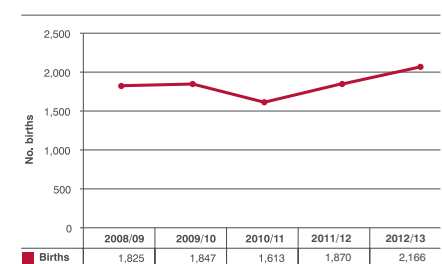
Separations



Procedures



Births



Services

- Rated number-one private hospital in Western Australia by Medibank Private members, achieving the top ranking in overall care and excelling in areas such as catering and information provided to patients about treatment.
- Opened the Murdoch Training and Education Centre, (MURTEC), a state-of-the-art clinical training and education centre, in September. The Centre was funded by the Commonwealth Government's Innovative Clinical Teaching and Training grant and provides simulation training based on clinical best practice (p62).
- Opened Centre for Nursing and Midwifery Research in May, in partnership with The University of Notre Dame Australia. The aim of the centre is to work collaboratively with medical and allied health staff to undertake nurse and midwifery-led clinical research to improve patient outcomes. A tissue banking study, palliative care education study, post-natal screening for anxiety and depression study and a women's wellness after cancer study are all underway.
- Secured \$628,000 of Health Workforce Australia funding in collaboration with Murdoch University, to develop a work-integrated clinical training curriculum for third-year Bachelor of Nursing students. This initiative will work towards increasing the capacity of the Australian health, education and training sectors to provide clinical training for professional entry students in eligible health professions.
- Commenced operation of community Raphael Perinatal and Infant Mental Health Service, located at Ferns House. The service offers information, support and therapeutic services for mothers, infants and families antenatally and postnatally. Raphael Centre now offers complete holistic care for all stages of life, from prenatal to bereavement counselling.
- Our Footprints Day Centre was named 'location of the year' by the Look Good..Feel Better program. The Centre, located in the Murdoch Community Hospice, provides practical and emotional support for people living with life limiting illness and their families, through creative and social activities, and complimentary therapies.
- Began the main construction phase of our \$200+ million redevelopment, including our new Wexford Medical Centre, South Wing Cancer Centre, new Endoscopy Unit, Day Procedure Unit, additional Birth Suite, Theatre, Central Sterile Supply Department, and kitchen and ICU expansions (p23).
- Opened a new pathology laboratory and pharmacy.
- Implemented an enhanced acute pain service in collaboration with medical specialists.
- Launched the Murdoch Oncology Clinical Trials Unit (MCTU) – the only clinical trials unit in the south metro area for cancer patients undergoing treatment for colorectal, breast and lung cancers.
- Implemented the Louise O'Shea Manual Handling System to reduce caregiver manual handling injuries.
- Became a Smoke Free campus in February.
- Managed 21,502 emergency presentations.

People

- Chief Executive Officer, Mr Peter Mott, resigned in March.
- Mr John Fogarty has been appointed as Executive Director Perth Southern Hospitals and Chief Executive Officer of St John of God Murdoch Hospital, and will begin his tenure in September 2013.
- St John of God Murdoch Hospital acknowledged one of its inaugural doctors, Dr Peter Bremner, for his outstanding contribution to the hospital. He was named 2012 Doctor of the Year.
- Midwife Vicki Hallion was awarded the Johnson and Johnson Western Australian Midwife of the Year award for 2012.
- Volunteer Norma Davis received an 'Unsung Hero' Community Service Award from the South Perth Rotary Club.
- Registered Nurse Melissa Coventry was a finalist for the HESTA Outstanding Graduate national nursing award.
- Midwife Melanie Mott was a finalist in the Western Australian Nursing and Midwifery Excellence Awards 2012.
- Paula Davis was appointed as the first Nurse Practitioner in our Emergency Department.

Strengthening our community

- Donated \$16,369 to Edmund Rice Western Australian Camp for Kids.
- Murdoch Community Mental Health was recognised for Health Promotion and Early Intervention for its successful partnership with South Metro Area Mental Health Service, improving mental health awareness through the annual 'Music to Open Your Mind' event held in Fremantle.
- Youth Support Outreach Worker Kristy Mippy was chosen to attend World Youth Day in Rio de Janeiro in July.
- As part of our group social outreach initiatives, Learning and Development Facilitator Fiona Davies and four nurses spent five weeks in East Timor running the Basic Life Support Training course to help build the skills of local nurses (p49).
- Four East Timorese nurses spent one week in our Intensive Care Unit with Clinical Nurses Tanya Agnew and Debra Cadwallender, providing follow-up education for the nurses (p49).
- Launched three participation initiatives to increase opportunities for caregivers and the community to become more closely involved with information sharing and decision-making: The Murdoch Consumer Consultative Committee (MCCC) provides feedback from community members about service provision; Nursing Forums give clinical caregivers the opportunity to comment on nursing issues; and the Murdoch Caregiver Exchange enables caregivers to provide feedback to hospital management about issues that impact their work and their working environment.
- Clinical Nurse Jodie Thompson travelled to a remote village in Papua New Guinea to assist in training community health care workers. Jodie was granted community service leave to undertake this training.
- Midwife Narelle Tunks travelled to Tanzania to teach clinical skills to nurses and midwives to help reduce mortality rates of mothers and their babies. Narelle was granted community service leave by the hospital and received financial support from the Global Health Alliance Western Australia.

Year Ahead

- Celebrate the hospital's 20th birthday in 2014 with a range of events for caregivers, doctors, patients and the community.
- Celebrate the hospital's 10th Social Outreach and Advocacy birthday in 2014 with a celebration and open day at Ferns House, Fremantle.
- Commission a new Endoscopy Unit and expand support areas in preparation for major expansions to operating theatres and inpatient wards. An additional Birthing Suite (taking our total to six), the 11,000 square metre Wexford Medical Centre, Day Procedure Unit refurbishment and Pastoral Services expansion are scheduled for completion in 2013/14, and construction will continue on the South Wing Cancer Centre, Central Sterile Supply Department, Intensive Care Unit and kitchen.
- Add an additional 450 parking bays.

Midwife Vicki Hallion with a new arrival and his mum at St Mary's ward.



Australia – Western Australia

St John of God Subiaco Hospital

Established / 1897

Location / 12 Salvado Road, Subiaco

Chief Executive Officer

Dr Lachlan Henderson

Medical Advisory Chair

Dr Donald Ormonde

Beds / 555

Staff / 2148

Accredited doctors / 740

Theatres and procedure rooms

23 Operating Rooms, 4 Endoscopy

Suites, 2 Cardiac and Vascular

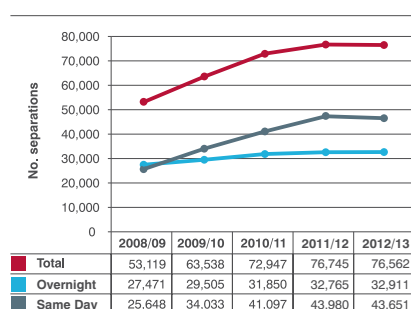
Interventional Laboratories

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

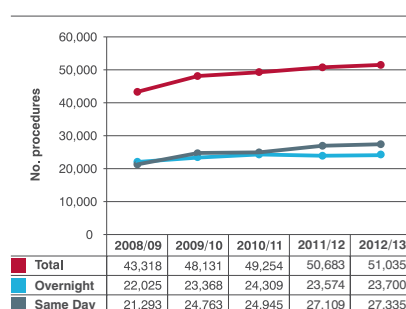


Performance snapshot

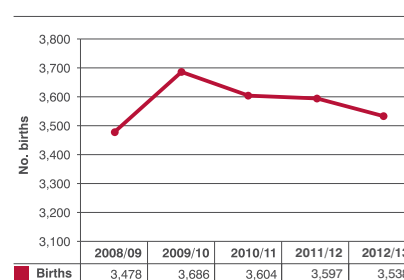
Separations



Procedures



Births



Services

- Achieved exceptional results in our Australian Council on Healthcare accreditation, with six Outstanding Achievements in areas including end of life care, medication safety and research, and 27 Extensive Achievements across clinical, support and corporate criteria (p52).
- Successfully introduced cardiac surgery, with nearly 100 patients treated in 2012/13. Using the ANZS-CTS National Cardiac Surgery Database Program (a benchmark comparative report incorporating 28 hospitals in Australia and New Zealand), the hospital's early results have been excellent.
- Launched an onsite Satellite Midwifery Centre in partnership with The University of Notre Dame, supported by a \$1.18 million Health Workforce Australia grant (p73).
- Ranked at the 89th percentile for patient satisfaction compared to other private hospitals of our size, and at the 66th percentile for doctor satisfaction compared to all facilities.
- Launched 24-hour specialist neonatologist cover to support our maternity services.
- Began a clinical handover nursing research project in our neonatal unit.
- Employed a research nurse in our Raphael Centre, to assist in recruiting, screening and data analysis for a perinatal experience study.
- Held a research symposium to celebrate the one-year anniversary of our nursing and midwifery research program, showcasing several of the 16 research projects that are in progress or completed.
- Implemented a Nurse Practitioner Acute Pain Post Discharge Clinic in December 2012, which has treated 57 patients so far and led to improved patient satisfaction in the area of pain management.
- Began the RISE leadership program for clinical nurses and midwives, with 138 caregivers commencing this 12-month holistic leadership program, designed to develop leadership capabilities, in 2012/13.
- Established a bereavement database and comprehensive bereavement service, leading to an accreditation rating of Outstanding Achievement in the end of life care category.
- Our Drug and Alcohol Withdrawal Network (DAWN) partnered with *headspace* to co-fund a clinical nurse specialist dedicated to the dual diagnosis of drug use and mental health issues.
- Finalist in the Work Safety Award WA 2012 for Best Workplace Safety and Health Management System (private sector).
- Won the 2012 TravelSmart Award in the category of ACHIEVE, for our leadership in responding to the health and environmental impacts of travel to and from work (p84).
- Held six accredited GP Education events in clinical areas such as cardiology, gynaecology, radiology, pain management, gastro-intestinal health and sleep.
- Launched a biennial consumer focus group to obtain feedback from patients on their care and general service delivery during their period of care at the hospital.
- Established a consumer advisory group including patients, local councils, the Health Consumers Council and caregivers. The group provides a forum for members to provide advice and support to the hospital on priority areas and issues requiring consumer and community participation.

People

- Dr Lachlan Henderson was appointed as Chief Executive Officer in June 2013, replacing Dr Shane Kelly.
- Registered Nurse/Midwife Michelle Stedman was named Australian Midwife of the Year by the Australian College of Midwives and Johnsons Baby.
- Provided 8,579 student placement days for registered nurses and enrolled nurses, and partnered with 18 training institutes.
- Launched the Knock Look Acknowledgement Permission campaign, a two week customer service education and follow-up initiative for patient care assistants, designed to enhance patient and family satisfaction.
- Appointed Dr Michael Gannon as Medical Director, Obstetrics and Gynaecology.
- Appointed Dr Donald Ormonde as Chairperson of the Subiaco Medical Advisory Committee and Credentialling Committee.
- Nineteen caregivers were nominated in the Western Australian Nursing and Midwifery Excellence Awards, with one caregiver accepted as a finalist.
- Appointed Professor Nik Zeps as Research Network Director to develop a strategic research plan for the hospital and the broader organisation.
- Two caregivers from our DAWN service were accredited as Authorised Mental Health Practitioners under the Office of the Chief Psychiatrist and Health Department of WA, and one caregiver was credentialed as a Mental Health Nurse by the Australian College of Mental Health Nurses.

Strengthening our community

- Horizon House Dianella, an accommodation and support service for young pregnant women aged 16 to 22, was awarded the Norma Parker Award for the most innovative program at the Catholic Social Services Awards in June 2013.
- Held quarterly antenatal focus groups through our Parent Education Program to obtain feedback from patients receiving antenatal support about their care.
- Provided support for the annual Operation Rainbow surgical mission to the Phillippines, comprising funding for medication, transfer of equipment, anaesthesia requirements and general expenses for 101 cleft lip/palate repair procedures on children.
- Provided support for two Rafiki surgical missions to Tanzania, with five of our caregivers providing assistance to 50 people with cleft palate or burn injuries.
- Provided financial support to the Yappenatim Gianyar Balinese orphanage to build a girls' bathroom block, and to the Australian Doctors for Africa mission to provide surgical support in Madagascar.
- Caregivers raised \$56,661 for our Charity of Choice, Passages Resource Centre.
- Provided substantial financial support to the Sisters Place, supporting homeless women, and the Clontarf Foundation, supporting the education of young aboriginal men.
- Supported Aboriginal medical students through the provision of financial support to the Centre for Aboriginal Medical and Dental Health to purchase diagnostic kits, laptops, and attendance at first aid courses.
- Provided 373 hours of Community Support Leave to caregivers.
- 170 caregivers volunteered for Red Cross Soup Patrol and Canteen Western Australia camps.

Year ahead

- Introduce a new model Da Vinci Robot designed specifically for minimally invasive urological surgery. The new device is much lighter and has a new handling system, allowing for greater manoeuvrability and ease of use. The hospital is analysing the feasibility of extending the use of this technology into other clinical areas.
- Begin clinical service and facility planning for the future, with preliminary work commencing on a Site Master Plan. This will involve a review of existing services, a review of catchment areas and service demand, and planning for future development.
- Continue to implement the recommendations from the Efficiency Improvements and Financial Performance Program, a program which reviewed length of stay, bed occupancy, theatre utilisation and Junior Medical Officers. All recommendations have been implemented and we have reduced our length of stay to from 3.9 to 3.6 days.
- Conduct a six-month review of our new cardiothoracic surgery service.
- Establish a shuttle bus service to transport caregivers, patients and visitors to and from the Subiaco train station.
- Provided financial support for the construction of a roundabout at the hospital's Salvado Road entry, to ensure safe and easy access to hospitals for vehicles and pedestrians.
- Develop an experiential leadership and management development program for emerging leaders.
- Begin preparations to fit-out the St John of God Wembley Day Surgery, which will be located at a new medical facility at 190 Cambridge Street (under construction).
- Launch an online anaesthetic rostering portal so surgeons requiring an anaesthetist can see who is available and anaesthetists can also list themselves as being available.
- Increase our focus on clinical research, projects and clinical trials.

Subiaco offers a range of opportunities for graduate nurses to undertake personal and professional development.



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

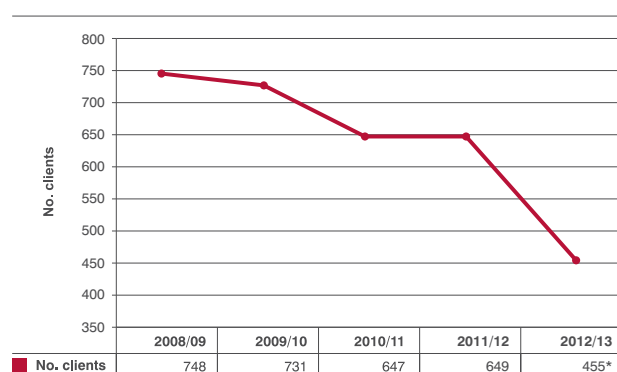
Staff / 323

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



Performance snapshot

Clients supported



Services

- Increased provision of individualised support services by 80 hours per week in the northern and eastern suburbs of Melbourne.
- Began offering individual service planning in partnership with the Department of Human Services, which assisted six clients in 2012/13 to find an appropriate external service provider.
- Combined our day services with our individualised support services in preparation for the implementation of Disability Care, the new national disability insurance scheme. This means that families can have a full range of service offerings in programs, in the community or in the home.
- Signed a contract with AMAZE (Autism Victoria) to undertake an autism-specific accreditation. The training provided and the practice framework will strengthen Accord's ability to support people with autism.
- Ten clients completed the Certificate I in Work Readiness through Kangan TAFE in June 2013, giving them the opportunity to seek employment in the broader community.
- Our Northern Accord Community Engagement Service clients were commissioned to produce 31 pieces of artwork to be used as awards for the Disability Service Awards Victoria 2013.
- * Novated our Yes Personnel employment service to a specialised employment services provider which decreased our client base.

People

- Accord CEO, Mr Tony Hollamby, has been nominated as chair of the Eastern Disability Steering Network, a group of disability providers that work in partnership with the Department of Human Services to improve quality of service for clients.
- Nine caregivers completed the Certificate IV in Disability and 13 caregivers graduated with an Advanced Diploma in Disability.
- Recorded an increase in caregiver satisfaction in the Press Ganey caregiver satisfaction survey, with a 3.7 increase in our mean score. Scores across each surveyed area improved and participation increased from 41% in 2011 to 85% in 2013.
- Recorded a result of 90% in the National Audit Tool accreditation, measuring occupational health and safety compliance. The auditors noted that Accord were upholding standards of best practice for a community service organisation.
- Our caregiver retention rate improved from 82.5% in 2012 to 92.3% in 2013 due to an organisational restructure, a focused approach to engaging with caregivers and the introduction of a range of learning and organisational development opportunities.

Strengthening our 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.
- Two Accord managers gave a presentation to Youth Studies students at RMIT University about working in the disability sector, to encourage students to explore this career path.
- Partnered with Marillac, a service of the Daughters of Charity, to hold mission formation days.
- Attended Allianz for All Abilities Forums to speak with families of children attending special development schools about smoothing the transition for students from education to work.

Year ahead

- Commence a redevelopment at our Greensborough site, which will produce a state-of-the-art support facility for people with an intellectual disability. It is envisaged the new facility will allow Accord to support around 55% more clients over the next five years.
- Present a proposal to the St John of God Health Care Board to redevelop our shared supported accommodation group homes in the eastern suburbs, enabling us to support a more complex range of clients.

Established / 1915

Location / 101 Drummond Street

North, Ballarat

Chief Executive Officer / Mr Michael Krieg

Medical Advisory Chair

Mr Lachlan Dodds

Beds / 196

Staff / 784

Accredited doctors / 353

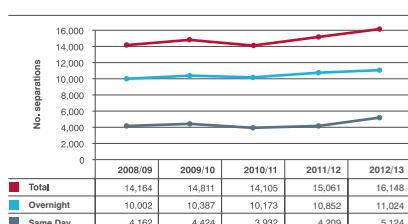
Theatres and procedure rooms

5 theatres, 1 endoscopy suite, 1 cardiac catheterisation laboratory

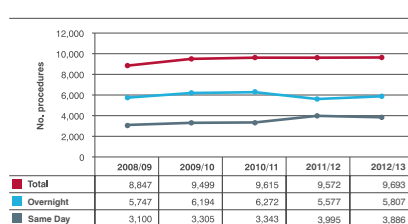
Services / Chemotherapy, coronary care, emergency, intensive care, obstetrics, oncology, outpatients, rehabilitation, surgery, perinatal infant mental health, and community mental health, including dual diagnosis services for young people.

Performance snapshot

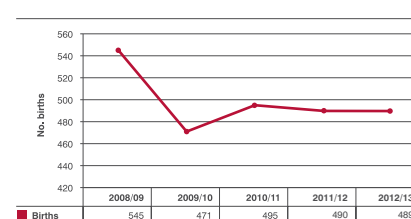
Separations



Procedures



Births



Services

- We recorded significant improvements in inpatient and day surgery patient satisfaction in the annual Press Ganey satisfaction surveys, with inpatients ranking us at the 92nd percentile, up from the 80th percentile in 2011/12, and day surgery patients ranking us at the 81st percentile, up from the 60th percentile in 2011/12.
- Doctor satisfaction remained at the 70th percentile, with an increase in satisfaction with hospital management communication from 72% in 2011/12 to 79% this year. Our visiting medical officers have rated our emergency doctors at the 99th percentile for two years running.
- Implemented the Enhancing the Patient Experience Project, to improve efficiency and effectiveness in service delivery and financial performance. The project included a realignment of wards to consolidate medical patients into one area.
- Developed a combined Nursing Clinical School in partnership with Australian Catholic University, to be launched in September 2013 (p62).
- Developed and implemented a bequest program.
- Completed master plan and undertook a number of feasibility studies for service expansion.
- Launched the Nursing Discovery Program, which offers our nurses a supported transition to critical care nursing in areas such as intensive care, critical care, emergency medicine and catheter laboratory under the guidance of critical care nurses and educators.
- Began our first Enrolled Nurse Extra Program in the maternity ward, which provides enrolled nurses with a unique opportunity to join the midwifery team.

People

- Appointed Maria Noonan as Director of Nursing in November 2012.
- Appointed Dr Vince Russell as Director of Emergency Medicine in January 2013.

Strengthening our community

- Received additional funding from Medicare Local for additional child psychology services at Pomegranate House, our community psychology service.
- Our caregivers raised funds to produce 800 birthing kits for women in developing countries. The kits were distributed by the Birthing Kit Foundation.
- Received an award from the United Way Spirit of Ballarat Awards for our contribution to United Way and the Ballarat Community through caregiver fundraising.

Year ahead

- Continue to examine and implement strategies to improve efficiency and effectiveness in service delivery through our Enhancing the Patient Experience Project. This will include further ward realignment to suit patient profiles.
- Undertake further feasibility studies for capacity expansion to meet the needs of the growing population.
- Improve disability access and awareness, and create opportunities for disability access to employment.
- Continue our focus on creating a culture of safety, and maintaining our zero result for serious lost-time injuries.

Australia – Victoria

St John of God Bendigo Hospital

Established / 1961

Location / 133-145 Lily Street,
Bendigo

Chief Executive Officer

Mr Darren Rogers

Medical Advisory Chair

Dr Debbie Kesper

Beds / 121

Staff / 538

Accredited doctors / 188

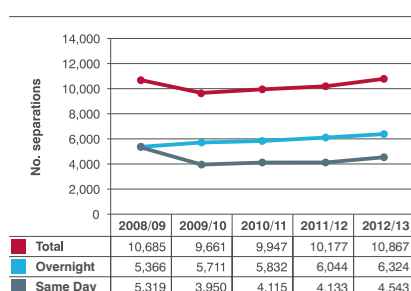
Theatre and procedure rooms

4 theatres, 1 endoscopy suite, 1 cardiac catheterisation laboratory
Services / Chemotherapy, coronary care, intensive care, obstetrics, medical, oncology, outpatients, perinatal infant mental health, rehabilitation, sleep studies and surgery.

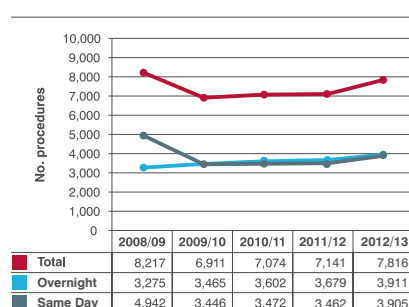


Performance snapshot

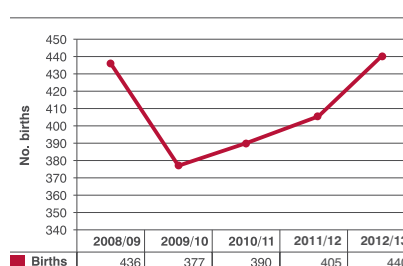
Separations



Procedures



Births



Services

- One of two private Victorian hospitals chosen for a pilot study on dementia care in hospitals, whereby a symbol is used to alert staff that the patient has memory and thinking difficulties such as cognitive impairment, delirium or dementia. This program will be implemented in all St John of God Health Care hospitals in 2013/14.
- Purchased a \$50,000 Holmium Laser machine that revolutionises the treatment of renal and bladder stones and tumours of the kidney and ureter, meaning patients will no longer have to travel to Melbourne for this type of treatment.
- Our inpatients placed us at the 86th percentile in the Press Ganey patient satisfaction survey, while day surgery patients scored us at the 72nd percentile.
- Began Saturday operating theatre sessions due to increased demand.
- Expanded from a Chest Pain Centre (operating 8am-5pm weekdays) to a Cardiac Assessment Unit (24/7 with access to a cardiologist). Local patients experiencing cardiac issues can be sent directly to the Unit by their GP or paramedics and be seen quickly, admitted to the Critical Care Unit, or promptly operated on in the Cardiac Catheter Lab.
- Achieved 95% compliance in our National Health and Safety Audit – the highest first-round result of any St John of God Health Care hospital.

People

- Maternity Nurse Unit Manager, Shirley Lechmere, has taken one year of leave to work in a busy maternity unit in the Kimberley, to learn about Aboriginal health care needs.
- Hospital Auxiliary member Mary Brennan was acknowledged for her 30 years of service.
- Welcomed four Timorese laboratory staff who participated in a fully-funded laboratory training program provided by our Pathology division (p47).

Strengthening our community

- Partnered with Bendigo BreastScreen and Bendigo Radiology to present a free in-hospital information session to 100 women on breast care, called 'Breast Intentions'. Proceeds from the night went to the McGrath Foundation.
- The Bendigo Symphony Orchestra performed in the hospital atrium for national 'Making Music, Being Well' week.
- Raised over \$13,000 for the World's Greatest Shave, with CEO Darren Rogers and Medical Advisory Chair Dr Debbie Kesper shaving their heads for the cause.
- Welcomed four young people with disabilities for work experience in our catering and marketing units.
- Partnered with Bendigo Community Health Services to assist residents living in disability accommodation services, through providing education and training for staff and teaching residents various aspects of healthy living such as nutrition, cooking, cognitive care, exercise and spiritual care.

Year ahead

- Refurbish our delivery suites, reception area and caregiver dining room, and add a new transit lounge.
- Major \$120,000 reconstruction of our hydrotherapy pool to modernise the facility.
- Continue to plan for a major proposed redevelopment that will increase bed and theatre capacity, to allow us to meet patient demand.
- We are planning ahead for the anticipated impact the new Bendigo public hospital will have on our patient numbers. We anticipate growth due to an increase in doctors and services in the region.

Established / 1939

Location / Gibb Street, Berwick

Chief Executive Officer

Ms Lisa Norman

Medical Advisory Chair

Dr Mark Tarrant

Beds / 70

Staff / 311

Accredited doctors / 355

Theatres and procedure rooms

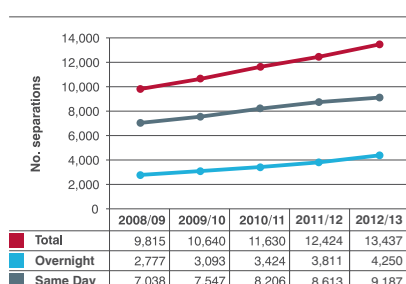
4 theatres

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

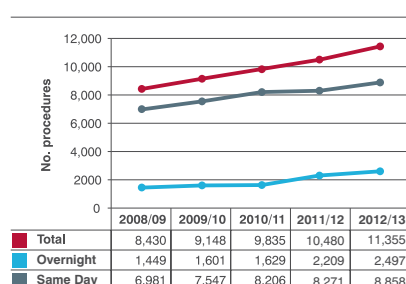


Performance snapshot

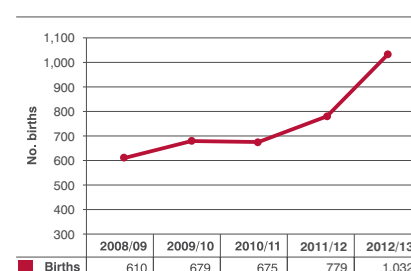
Separations



Procedures



Births



Services

- Experienced growth in all clinical services, including 8% more procedures and 8% more separations.
- Significant growth in our maternity services with 1032 births in 2012/13, an increase of 32% compared to births in 2011/12, due to the closure of another local hospital's maternity unit.
- Opened our three-cot Level 2 Special Care Nursery in October 2012, which will care for babies from 34 weeks' gestation and 1700 grams.
- Began offering palliative care services in April 2013.
- Began construction on a five-chair Day Oncology Unit in June 2013.
- Facilitated four general practitioner education sessions in 2012/13 and hosted an additional two sessions for our specialists. This has enabled us to form stronger relationships with our general practitioner community.
- Constructed and equipped a new caregiver Education Centre with funding from a Health Workforce Australia grant.

People

- Our annual Press Ganey doctor satisfaction survey results placed us at the 91st percentile compared to other hospitals of our size, and inpatients ranked us at the 92nd percentile of all private hospitals in Australia.
- Recruited 15 new doctors, including three additional oncologists taking our total to four, in preparation for opening our new Day Oncology Unit in September 2013.
- Appointed an internal Project Manager, Allison Merrigan, to oversee progress of our hospital redevelopment plans.
- Facilitated a Maternity Enrolled Nurse upskilling program for St John of God Health Care's Victorian hospitals (p55).

Strengthening our community

- Raphael Centre Berwick implemented a new clinical governance structure following an external review of all Raphael Centres, aimed at achieving best practice models in perinatal infant mental health.
- St John of God Foundation (p78) completed a community fundraising feasibility study for our proposed hospital redevelopment.
- Raised \$31,026 in community donations for our new Day Oncology Unit.
- Three of our nurses self-funded a visit to Vietnam in October 2012 to deliver an all-terrain wheelchair to a child and donate health and education resources to the village clinic and school.
- Engaged with the community through road shows to inform the community of our redevelopment plans, building links with the business community through memberships and networks, and holding seven consumer focus groups.

Year ahead

- Present a feasibility study for a significant redevelopment to the St John of God Health Care Board for approval. The proposed redevelopment will include new services such as a cardiac/vascular catheter lab, comprehensive cancer service, cardiac services and a new critical care unit.
- Officially open our day oncology unit in September 2013.
- A second psychiatric registrar, funded through the Commonwealth Government's Specialist Training Program, will commence at Raphael Centre Berwick in February 2014.
- Undertake our fourth health mission to northern Vietnam in February 2014 with Berwick, Casey and Narre Warren Rotary clubs, providing dental care, infection control and health education.

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 / 215

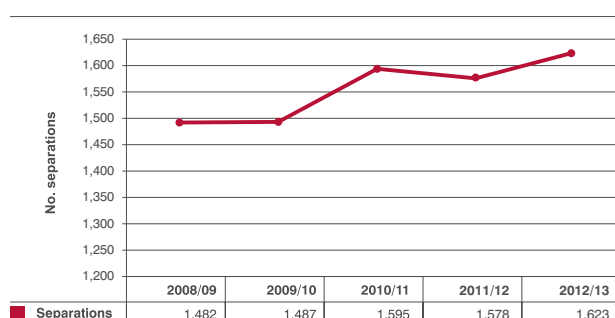
Accredited doctors / 27

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

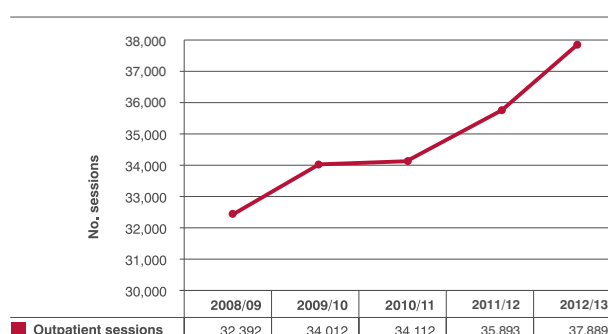


Performance snapshot

Separations



Outpatient sessions



Services

- Outpatient rehabilitation services continue to grow, with a record 37,889 sessions provided this year.
- On 3 July 2012, we changed our name from St John of God Nepean Rehabilitation Hospital to St John of God Frankston Rehabilitation Hospital, to better engage with our local community.
- Our bedside handover technique has been recognised as best practice by USA-based The Advisory Board Company. They have presented our work in the USA, Canada and the UK.
- Installed sound-proofing in our main gymnasium to reduce noise levels.

People

- Registered Nurse, Pathma Namasivayam, completed her research study, *The Provision of Palliative Care at St John of God Frankston Rehabilitation Hospital: A Staff Needs' Assessment*. The research provided information that will inform our nursing education in future.
- Registered Nurse, Emma Boston, established a smoking cessation program for both patients and caregivers. Emma will present the program at the Australian Cardiac Rehabilitation Association conference in August 2013.

Strengthening our community

- Environmental Services caregiver Sue House collaborated with consulting Psychologist David Tierney to collect 50 pairs of reading glasses and sunglasses, which were then donated to communities in Vietnam and Papua New Guinea.
- Registered Nurse Sally Poole facilitated the donation of much-needed supplies, including bandages and dressings, to the Siem Reap Hospital in Cambodia.

- We partnered with Peninsula Community Ownership Foundation and Open Family Australia, for a third year, providing \$60,000 to fund an outreach youth worker to assist homeless and at-risk young people in Frankston. The service this year supported 43 young people with intensive case management and 142 young people with individual episodes of support, such as the provision of food and clothing. The service has focused on providing an improved, concentrated service in 2012/13, thereby providing more value but to fewer clients. We are currently seeking support from the local Council for a second Youth Worker.
- Caregivers collected baby products to donate to Open Family Australia, in response to an increase in young mothers seeking out the service.
- Continued supporting the Frankston Churches Community Breakfast Program by providing food and two volunteers each month.

Year ahead

- Continue with our master planning, to be finalised in September 2013. We plan to significantly expand our bed numbers, increase the availability of single room accommodation, and improve our infrastructure for inpatients, outpatients and caregivers.
- Establish satellite services on the Mornington Peninsula and other regional areas where rehabilitation services are unavailable.
- Implement a carer support program – a free service to provide education and training to people caring for individuals with chronic disease.

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 / 639

Accredited doctors / 359

Theatres and procedure rooms

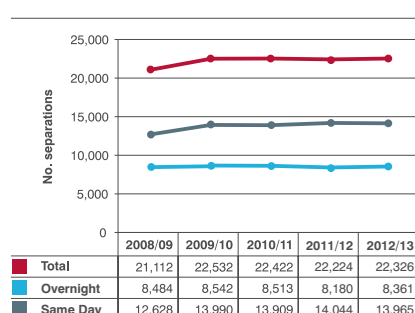
10 theatres, 1 cardiac catheterisation laboratory

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

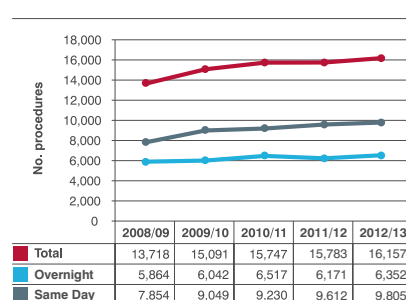


Performance snapshot

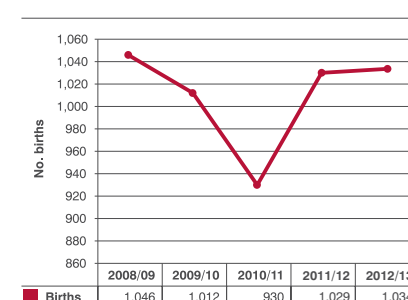
Separations



Procedures



Births



Services

- Implemented an Acute Medical Admission Service, providing direct referrals for patients requiring hospital admission and reducing the need for access to the local public hospital emergency department.
- Introduced a Chest Pain Assessment Service to support and strengthen our Cardiology and Critical Care Services.
- Introduced a new 10-bed inpatient rehabilitation service, in advance of a new 24-bed service in 2014.
- Invested in new Green Light Laser technology in our urological services. In 2012/13, we treated 48 patients with benign prostatic hyperplasia, a non-cancerous enlargement of the prostate, using this technology.
- Implemented the 'Distress Thermometer' in collaboration with Barwon South Western Region Incorporated Cancer Service – a supportive care screening tool aimed at identifying signs of psychological distress in cancer patients.

People

- Our annual Press Ganey survey results placed us at the 99th percentile for day patient satisfaction, doctor satisfaction and caregiver satisfaction, compared to our peer group – our best ever mean scores in all three categories and the highest ranking hospital of our size Australia-wide.
- Appointed Dr Neil Crompton to the newly-established position of Director of Rehabilitation.
- Implemented a Nursing Affiliate Program, which provides third-year nursing students with clinical experience within our hospital, as a key strategy for developing our future workforce.
- Achieved 100% compliance in a National Self-Insurance Audit of our safety management systems, with the auditors noting our strong occupational health and safety policies.

- Our Raphael Centre Manager, Suzanne Higgins, presented a poster titled 'Toddlerhood Through a Depressive Lens' at the International Marce Conference in Paris in October 2012. The presentation provoked significant interest from conference delegates.

Strengthening our community

- Continued our association with the local Anglican Church, with 184 hours of volunteer support provided by caregivers for their community breakfast program.
- Provided financial support to the Sisters of St John of God Kimberley project that allows indigenous people to trace their ancestry.
- A community appeal to support our redevelopment was launched by Mr Frank Costa OAM.
- Our Raphael Centre has experienced a significant growth in referrals, from 339 in 2011/12 to 443 in 2012/13, perhaps due to increased awareness of perinatal mental health and available services.
- Granted 272 hours of community leave to caregivers (p77). Some of our caregivers used this leave to provide maternal health education in East Timor.

Year ahead

- Finalise our \$67.6 million redevelopment and commission new services including a new emergency department and a rehabilitation and hydrotherapy service (p22).
- Continue our collaboration with Barwon Health and Deakin University to establish a range of Professorial Chair positions in rehabilitation and orthopaedics.
- Develop an onsite Clinical Nursing School in partnership with Deakin University.

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 / 131

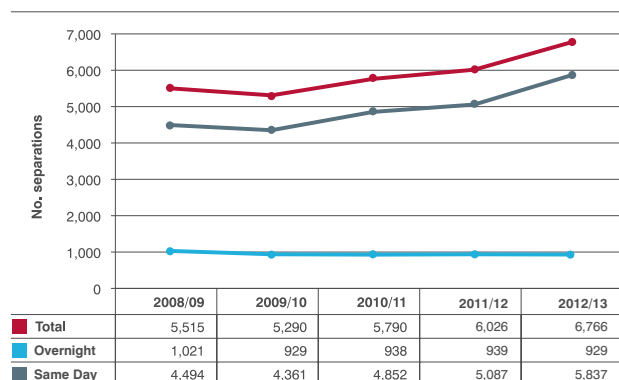
Accredited doctors / 36

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

- Completed a \$160,000 refurbishment of our Staff Training Facility, to create contemporary, spacious facilities for nursing students and caregivers.
- Developed a Hospital Master Plan to build on established services and introduce new programs, to ensure we can meet community demand for mental health services.
- Introduced a new trauma therapy program, based on world best practice, which aims to leave patients feeling more hopeful as they learn new skills, attitudes and approaches to life. This program treated 12 patients in 2012/13.
- Developed the Pinelodge Mental Health Nurse Incentive Program, which supports uninsured people with chronic mental illness. The Program is funded by Medicare and services approximately 25 patients per week.

People

- Triage Nurse Ailsa Tate was awarded Catholic Health Australia Nurse of the Year for her dedication to helping people with a mental illness and making a difference to countless lives. (p57)
- Ranked at the 90th percentile for caregiver satisfaction in the annual Press Ganey caregiver satisfaction survey, compared to other private hospitals.
- Provided 980 clinical placement days for students from the Australian Catholic, RMIT, Swinburne, La Trobe and Deakin Universities.
- Three caregivers completed the in-house Diploma of Management.

Strengthening our community

- Continued our partnership with Ermha Inc, providing funding for the 'Origins' service; a program assisting recently-arrived immigrants with serious mental illness. A formal evaluation conducted this year by independent agency, Thomas Goodall Associates Pty Ltd, to determine the service's effectiveness and sustainability found that there are positive measurable outcomes with clients from an underfunded demographic in a high-need geographical area.
- 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.
- Purchased \$500 worth of non-perishable food each month for the Anglicare Food Cupboard, which provides food to people in need.

Year ahead

- Complete a feasibility study for the expansion of facilities and services, including a proposal to construct a new consulting complex and day program facility.
- Introduce a pastoral care practitioner internship, to help contribute to succession planning in pastoral services and to incorporate pastoral services as an integral part of the holistic care we offer for patients/clients and their families.
- Change the clinical organisational structure to enable the development of more specific community-based outreach services, including establishing an internal department called Pinelodge Community Programs, which will help to ensure that patients are supported in the community, following discharge.



Australia – Victoria

St John of God Warrnambool Hospital

Established / 1939

Location / 136 Botanic Road,
Warrnambool

Chief Executive Officer

Dr Glen Power

Medical Advisory Chair

Mr Stephen Fischer

Beds / 73

Staff / 206

Accredited doctors / 128

Theatre and procedure rooms

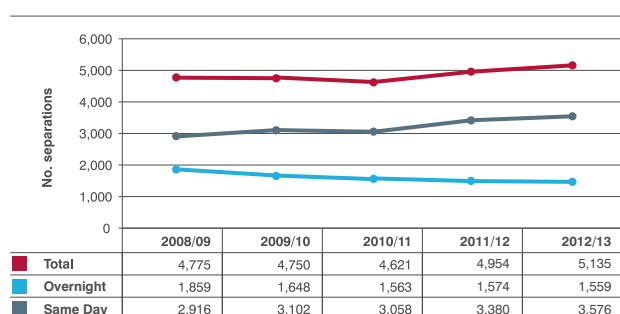
3 theatres

Services / Acute general medical and surgical care, chemotherapy, gynaecology, oncology, orthopaedics, outpatients, physiotherapy, psychiatric, rehabilitation, surgery and community mental health.

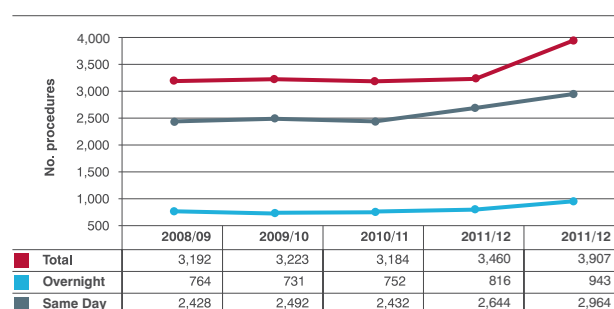


Performance snapshot

Separations



Procedures



Services

- Our inpatient satisfaction scores have this year ranked highest in Australia among all participating hospitals in the annual Press Ganey survey, occupying the 99th percentile with an overall hospital rating of 90.6.
- Established the St John of God Eastern Clinical Pastoral Education (CPE) Centre in Warrnambool (p56).
- Expanded our Day Oncology service from six to eight beds.
- Commissioned and constructed a new MRI facility on site, which will be operated by South West MRI Pty Ltd.
- The hospital has been networked to the public sector's high-speed, wide-area network for telehealth service delivery and telehealth urology clinics have commenced.

People

- Two additional anaesthetists have been recruited to the hospital.
- Our Pastoral Services Manager, Bernadette Wurlod, attained the status of supervised Pastoral Education Supervisor and has been appointed as Centre Director, based in Warrnambool (p56).
- Mental health nurse Emily Williams completed an Honours study, entitled *Consumer Perceptions of Quality of Life and Mental Health Care*, through Deakin University.

Strengthening our community

- Provided medical administrative support to the East Timor Hearts Fund, which was established in Warrnambool by local physician Dr Noel Bayley to provide life-saving cardiac surgery to young East Timorese patients.
- Provided continued assistance to the Warrnambool Soup Kitchen for its meals for the homeless and disadvantaged. The Hospital provides soup on a weekly basis and caregivers serve food periodically on a rotating roster.

- Served on the Steering Committee for Peter's Project, a community-based initiative that has facilitated development of a radiotherapy service.
- Provided ongoing support for the Ground Force caregiver volunteer program, which assists in general clean-up and repairs for those in our community who have disabilities that are outside of other agencies' criteria for service.
- The Hospital Auxiliary donated \$25,824 to the hospital, which was used to purchase a range of equipment including oncology recliners and equipment, saturation monitors and hydrotherapy equipment.
- Donated used hospital equipment to support St John of God international health projects in Papua New Guinea and East Timor.

Year ahead

- Establish a new medical on-call roster for out-of-hours cover of the hospital's admitted patients.
- Establish a Community and Consumer Reference Group to be chaired by Warrnambool Mayor Michael Neoh, and comprising community members and caregivers.
- Our management team will assist Meals on Wheels deliveries on a monthly basis.
- Sponsor the Powercor Business Excellence Awards 2013 – Health and Wellbeing Award category.
- Investigate new methods of recycling such as for polystyrene and medical plastics.

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 / 201

Accredited doctors / 62

Theatre and procedure rooms

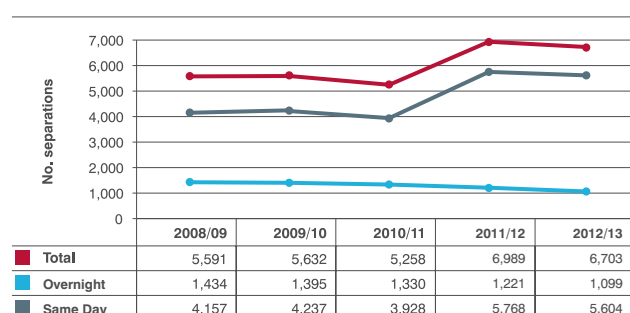
ECT Suite

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.

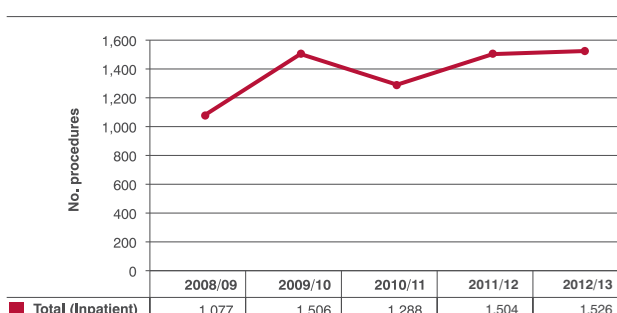


Performance snapshot

Separations



Electroconvulsive therapy procedures



Services

- Continued our strong focus on perinatal mental health research through our Perinatal Women's Mental Health Unit, led by Chair of Perinatal and Women's Mental Health, Professor Marie-Paule Austin (p59).
- Developed and trialled a community outreach service, offering home-based interventions to assist patients post-discharge. The service aims to enhance recovery for those with mental illness, and to support them to reconnect and reintegrate into the community and family life.
- Received funding from the Health Education and Training Institute to host clinical education evenings in partnership with the Mental Health Professions Network.

People

- Professor Marie-Paule Austin was lead author of an International Marce Society (the pre-eminent international body for perinatal mental health) Position Statement advocating the development of perinatal mental health services in the primary care setting, promoting our expertise in perinatal mental health psychosocial assessment in the international arena (p59).
- Professor Marie-Paule Austin and Nicole Reilly presented the findings of several epidemiological and longitudinal studies at the 2012 International Biennial Congress of The Marce Society in Paris (p59).
- Chief Executive Officer/Director of Nursing June Mattner was invited to join the Mental Health Course Development Committee at the Australian Catholic University.
- Director of Allied Health Ian Smith presented at the 2012 Pride in Diversity in the Workplace Conference in Sydney:

A review of incidence rates for heterosexual discrimination in the workplace; and at the 8th National Health Conference in Melbourne: Our Bodies, Our Minds.

- Recruited a full-time pastoral care manager to provide spiritual guidance for patients (p59).

Strengthening our community

- Partnered with Medicare Local for a second year to provide free sessions with a perinatal psychologist at our Perinatal Depression Clinic for uninsured patients. In 2012/13, 23 patients used this service.
- Twenty caregivers entered the Dragon Abreast Australia Festival Race Day, raising \$3,700 for breast cancer patients during their recovery from treatment.
- We hold a free carer's information evening each month for family and friends of people with mental illness. This is an ongoing event.

Year ahead

- Open a 12-bed Parent-Infant unit, to replace our existing eight-bed unit, the only unit in New South Wales that allows mothers to have their babies with them during treatment for mental illness (p22).
- Relocate our Counselling and Therapy Centre to new premises, increasing our group rooms from six to 10 to engage more outpatients in an increased variety of programs.
- Parent-Infant Therapist May Morgan will present at the 2013 International Attachment Conference in Italy: *Helping parents to reflect on emotional care-giving to their infants and young children.*
- Develop a partnership with Croydon Mental Health Centre to provide free clinical groups for mental health sufferers in the local community.

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 / 182

Accredited doctors / 23

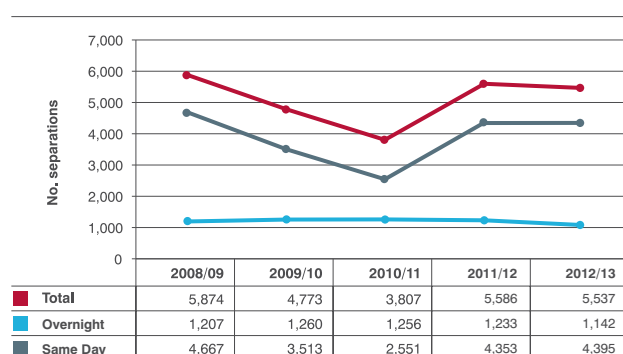
Theatre & procedure rooms / ECT Suite

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; psychotic disorders; and community-based perinatal/infant mental health.

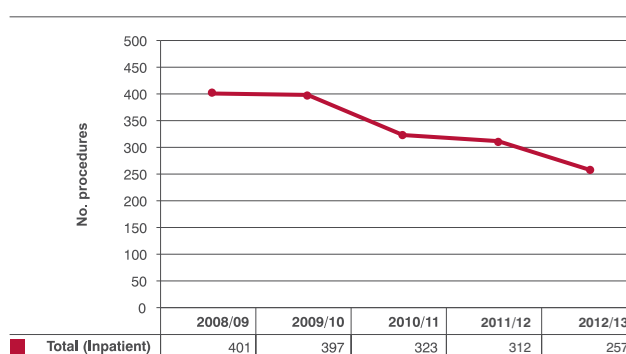


Performance snapshot

Separations



Electroconvulsive therapy procedures



Services

- Enhanced our admission process to improve the patient experience by: appointing a psychologist as an additional intake officer to provide comprehensive admission assessment; providing a triage consulting suite; and revising our admission process to decrease patient waiting times.
- Expanded our provision of pastoral services with practitioners facilitating therapy programs and working as members of the multi-disciplinary team (p56).
- Received 11 Extensive Achievements in our Australian Council on Healthcare Standards accreditation, for areas including quality of clinical care, approaches to planning, commitment to research, governance and safety management systems (p52).
- Exercise Physiologist Simon Rosenbaum presented a research paper on the effects of exercise on the symptoms of Post-Traumatic Stress Disorder (PTSD) at three national and international conferences.
- Our Raphael Centre in Blacktown provided education programs to maternity staff at three local hospitals and one regional hospital, promoting the importance of early intervention in better postnatal outcomes.

People

- Four Raphael Centre caregivers presented to the Congress of The Marce Society – the peak international body for perinatal and infant mental health – in Paris: *Establishing a Sustainable Perinatal and Infant Mental Health Service, Where to Begin and What to do Next*.
- Medical Director, Lavinia Schmidtman attended the newly-established Veterans Mental Health Reference Group as the national representative for PTSD program providers. This group is responsible for implementing the Department

of Veterans' Affairs new mental health strategy and addressing the needs of contemporary veterans.

- Appointed a nutritionist to inform menu planning, conduct education sessions for patients and to respond to dietary requirements on a case-by-case basis.
- Appointed an after hours coordinator to enhance service provision.

Strengthening our community

- Provided perinatal mental health services to rural and remote areas of New South Wales through our Raphael Centre Blacktown, including to indigenous communities in Tamworth and the South Coast.
- Partnered with the Soldier On Foundation, which supports wounded soldiers, to inform their support of contemporary veterans and their mental health needs.

Year ahead

- Refurbish all nursing wards to create more modern facilities.
- List Belmont House, our historic 1893 building, with the New South Wales Heritage Council and develop a restoration and maintenance schedule.
- Appoint a Professorial Chair in Trauma to conduct research and inform best practice in service provision in the PTSD unit.
- Present papers at the International Society for the Study of Traumatic Stress Conference in Philadelphia, Australian Psychological Society Conference and the Australian College of Mental Health Nurses Conference.

New Zealand

St John of God Hauora Trust

Locations /

Canterbury area: Trust Office, 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.

Chief Executive Officer

Mr Steve Berry

Beds / 106

Staff / 250

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



Services

- Completion of The Granada Centre rehabilitation and therapy facility at St John of God Halswell has resulted in the launch of a rehabilitation and therapy service for residents and outpatients.
- Launched a housing advocacy service at Waipuna in conjunction with Caritas, to support young people with housing difficulties in Christchurch. In 2012/13, we have assisted thirty young people with finding accommodation.
- Expanded our hours of service at our Waipuna Early Childcare Centres to better meet the needs of working parents.

People

- Steve Berry was appointed Chief Executive Officer of the Hauora Trust in August 2012.
- Bevan Killick replaced Garry Donnithorne as Chair of St John of God Hauora Trust in October 2012.
- Team Leader Allied Health Amelia Buick completed research that demonstrated how people with severe disabilities can participate in physical activity.
- Caregiver Yvonne Gardiner received a civic bravery and heroism award for her actions during the Christchurch earthquakes.

Strengthening our community

- Launched a new community development service at Waipuna to provide housing advocacy, earthquake

coordination, community action on youth alcohol and drugs, and adventure therapy. We have also partnered with the local community to support young people who may be impacted by bullying, by providing training to develop local coaches and managers to support young people.

- Partnered with the Ministry of Education to train children who are first-responders in a disaster, such as finding parents injured after an earthquake.
- With support from Caritas we have provided funding to support families and young people who have been impacted by the Christchurch earthquakes.
- St John of God Wellington partnered with Karori Primary School in a program in which primary school students befriend residents and learn about people with disabilities.

Year ahead

- Initiate a new health care model at Halswell, which involves dividing two wards into four and emphasising a deinstitutionalised approach to allow us to better tailor services to meet the individual needs of residents.
- Construct a second Community Residential Home on our Selwyn site (Six beds for people with disabilities).
- Redevelop and modernise our childcare centres and office space at Waipuna.
- Expand delivery of rehabilitation and therapy services offered at the newly built Granada Centre.
- Develop a rehabilitation facility and program at our Wellington site.

Halswell resident Katarina Sukhanov enjoys the sunshine with Occupational Therapist, Alana Ainsworth.



Australia – National

St John of God Pathology

Established / 1940s in Western Australia and 1968 in Victoria

Locations / 19 laboratories and 153 collection centres throughout Western Australia and Victoria

Chief Executive Officer / Mr Michael Hogan

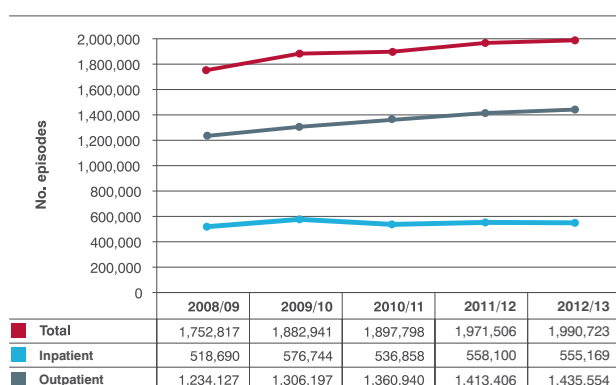
Staff / 1208

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



Performance snapshot

Pathology Episodes



Services

- Opened a new Pathology laboratory at our Murdoch Hospital in September 2012, as part of the hospital expansion and redevelopment.
- The Subiaco laboratory became 24/7 in October 2012, allowing for the expansion of services from the hospital's coronary care unit.
- Established a state-of-the-art laboratory facility to successfully attain accreditation to AS/NZS 4308:2008 Standard, for commercial drugs of abuse testing (p53).
- Opened 16 new collection centres across Victoria and Western Australia.
- Introduced new biochemistry analysers into Subiaco, Murdoch and Bunbury laboratories, improving the sensitivity for screening of myocardial infarction.
- Introduced MALDI-TOF technology into Microbiology. This instrument has significantly improved workflow and service response times, as the identification of the majority of the microorganisms is now achieved in less than five minutes, compared to 1-2 working days using traditional methods.
- Introduced new haematology analysers across all regional laboratories.

People

- Improved caregiver satisfaction, showing greater engagement of our caregivers and satisfaction levels. Significantly, the 2013 survey revealed improvement in seven out of the nine areas of focus identified in the 2012 survey.
- Recruited 10 new pathologists across Victoria and Western Australia.

- Appointed a National Medical Director and National Public Relations Coordinator to ensure internal and external communication between pathologists, caregivers and our stakeholders is consistent and maintained.
- National Medical Director, Head of Department Anatomical Pathology in Victoria, and National Quality and Compliance Manager have all had professional appointments and recognition outside of St John of God Pathology.

Strengthening our community

- Donated 15 Christmas hampers to families in need as part of ongoing support and assistance to the Christ Church Geelong, in addition to fortnightly meal preparation and service of dinner that Pathology caregivers provide at the local Uniting Church for up to 100 families.
- Ongoing participation in The Salt Works Meals program, where caregivers volunteer their time on a regular basis to assist the Anglican Parish of Eaglehawk with its free community meals program.
- Donated volunteer hours, household goods and toys to Ruah Refuge in Perth, which assists women and children fleeing domestic violence to rebuild their lives.
- Hosted four staff from East Timor in Victoria for three weeks as part of the Pathology Development Program, allowing the East Timorese staff to observe and participate, and gain first-hand experience in the culture and expertise provided by our laboratories and caregivers.

Year ahead

- Construction and planning is currently underway for a Pathology laboratory and collection centre within the St John of God Midland Public and Private Hospitals (p28).
- Planning for the fitout and staffing of two new dedicated stand-alone collection centres in close proximity to our Subiaco and Murdoch Hospitals.
- Planning for the expansion of services to meet increased demand in Geelong, due to the increase in bed numbers and facilities at our Geelong Hospital and Barwon Health.
- We will bring a number of molecular diagnostic methods in-house to improve turn-around times and thus improve patient care.
- Seek opportunities to open further collection centres in communities with unmet need.
- Continue to implement solid growth strategies and operational efficiencies.

Australia – National

St John of God Health Choices

Established / 2009

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

Chief Executive Officer

Mr Steve Hall

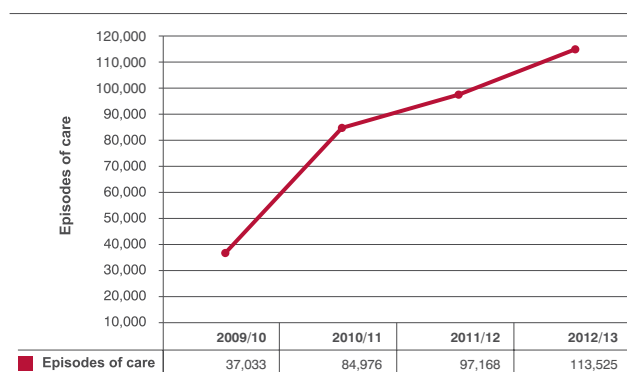
Staff / 146

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



Performance snapshot

Episodes of care



Services

- In our fourth full year of operation, episodes of care increased by 17%, from 97,168 to 113,525 visits, as a result of significant growth across our sites; particularly at Bendigo, Warrnambool and Melbourne.
- Launched a Hospital in the Home service in Bendigo in partnership with our Bendigo hospital, substituting for hospital care and allowing patients to receive acute clinical services in their own home. The service is currently freeing up 100 bed days per month and growing.
- Successfully tendered to continue providing urgent nursing visits to Ambulance Victoria clients in their home, reducing unnecessary ambulance transfers to hospital. The service was expanded to include mental health nursing visits in metropolitan Melbourne. Health Choices is also participating in a pilot, applying the same model in the Barwon South West region.
- Co-located our Head Office and Melbourne service within modern, well-appointed premises in South Melbourne.
- Ranked in the top quartile of all surveyed home nursing providers across Australia in the independent Press Ganey patient satisfaction survey.
- Completed the national implementation of ComCare, a single patient management system to replace multiple information technology systems to enable better management of patient appointments, caregiver rosters, schedules and billing.

People

- Launched a divisional learning and development competency framework to ensure our caregivers have access to the training and support required to safely deliver care in the community.
- Achieved 100% compliance under the widely recognised National Self Insurer Audit Tool (NAT), measuring our health and safety management systems.
- Appointed a Service Development Coordinator in Western Australia to expand our service range and diversify the customer profile.

Strengthening our community

- Awarded the Warrnambool Business Excellence Award 2012 in the New Business category, for our clear and well-defined business model, excellent facility and management, and high level of care.
- Supported an innovative art therapy and group fitness program for homeless men at Ozanam House in Melbourne, providing funds for sports equipment, materials and an art therapist. Our caregivers also volunteer and assist in preparing meals for homeless men in inner Melbourne through the Ozanam House meals program.
- Supported the Esther Foundation Women's Health Residential Program in Western Australia, through the provision of library resources, personal care needs and access to art therapy. The program assists young women struggling with life-controlling social and health issues.
- Contributed Christmas toys and a winter food collection to Exodus House, which provides support to the disadvantaged in Ballarat.
- Organised and hosted a Christmas lunch for our patients in Warrnambool who are widowed or have minimal social support.

Year Ahead

- Expand our Hospital in the Home and other acute services to other sites across Victoria and Perth.
- Continue to grow our services throughout metropolitan Perth.
- Fund a counselling program for youths with mental health issues, as identified by St Vincent de Paul.
- Further engage with the communities we serve to ensure that the services we offer are contemporary, of high quality and meet the needs of our stakeholders, such as the delivery of comprehensive nursing assessments for clients of aged care services.

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 / 65

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 (Aboriginal perinatal mental health training), Youth (Horizon House and youth outreach services) 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-4) and young people (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)

- Supported our Murdoch and Bendigo hospitals in opening two new Raphael Centres to meet community need in perinatal and mental health.
- Delivered Aboriginal perinatal and infant mental health training for 113 health professionals in regional communities across Western Australia, Victoria and New South Wales.
- Secured \$49,300 funding from the Western Australian Mental Health Commission and Australian Research Council to deliver six more training workshops for health professionals working with Aboriginal families.
- Concluded the Strong Family, Strong Culture service, transferring clients to local maternal and child health service providers. We have refocused our commitment to Aboriginal services in the early years, to addressing unmet need in mental health.
- Completed the first year of the Swan Perinatal and Infant Mental Health Project, which aims to improve access to perinatal and infant mental health care for families in the Ellenbrook and greater Swan region of Perth. Secured an additional \$78,000 of funding from the Western Australian Mental Health Commission to extend the project.
- Contracted by *beyondblue* to produce an Aboriginal and Torres Strait Islander perinatal health resource publication for health professionals.

Young People (12-25)

- Our Horizon House Dianella, during its first year of service, received The Norma Parker Award for innovation in social services, in recognition of accommodation and support for homeless young women during pregnancy and after childbirth.

- Established new youth drug and alcohol and dual diagnosis positions to support *headspace* centres in Fremantle, Osborne Park, Ballarat, and Warrnambool, which support early intervention for young people with mental health issues. The positions are 50%-funded by *headspace* and 50%-funded by St John of God Health Care.
- Received \$60,000 from the Western Australian Department of Education to provide a youth outreach worker to engage young people chronically disengaged from school.

International health

- Delivered the first hospital-wide nurse training (in Basic Life Support) in Dili's Hospital Nacional Guido Valadares since East Timor's independence in 2002 - overseen by our Nursing Development Program caregivers with support from St John of God nurses seconded from hospitals across Australia.
- Received \$250,000 (USD) donation from oil and gas exploration and production company ConocoPhillips and its co-venturers in the Bayu-Undan project in the Timor Sea to invest in training initiatives provided by the East Timor Nursing Development Program.
- Implemented East Timor's first laboratory information system, modernising pathology testing and completed installation of biochemistry analysers in regional centres.
- Conducted a facilitated training placement in pathology, allowing Timorese laboratory staff to be trained in diagnostics facilities across Victoria (p47).

People

- Appointed a new Nursing Development Program Manager and Pathology Development Manager in Dili, in addition to the existing Country Manager role.
- Recorded 100% compliance in an external audit undertaken against the Australian Government's National Self-Insurer Occupational Health and Safety Audit Tool.

Year ahead

- Develop a new five-year strategy to ensure we continue to meet the needs of people experiencing disadvantage in the community.
- Further develop the Horizon House model of care, to ensure optimum care for young residents and to provide outreach services for youth needing support in the community.





EXCELLENCE

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Graduate Research Assistant Tim Miller separates the white blood fraction from a patient with colorectal cancer to test for immune cells that may be targeting the cancer. This work is aimed at finding ways to enhance the body's own immune system against cancer cells that may offer an additional way to treat this disease.

EXCELLENCE IN CARE

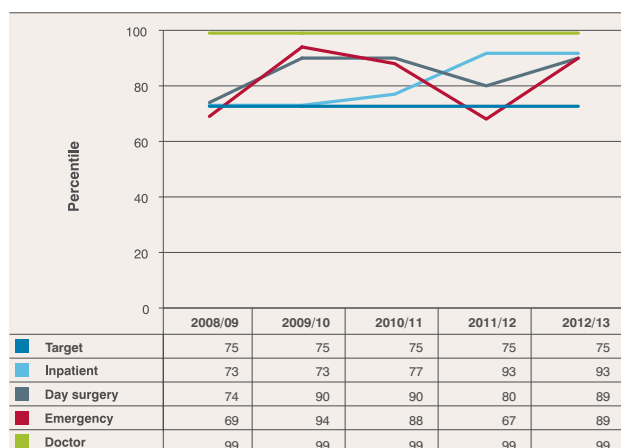
Our commitment to 'excellence in care' is underpinned by our focus on holistic, ethical and Mission-based services and demonstrated through the establishment of clear governance structures and processes, developing the capabilities of our caregivers, continuous review and improvement of our clinical care processes, and monitoring of qualitative and quantitative data.

Building on the existing organisational risk management program, an Enterprise Risk Management framework was developed and implementation commenced in 2013 to strengthen our understanding and management of clinical and non-clinical risks throughout the organisation. The organisational clinical governance framework was also reviewed and refreshed to clearly define the key drivers, roles and responsibilities, and systems and processes that ensure safe, high-quality patient care.

Patient/client and doctor satisfaction surveys

St John of God Health Care again achieved outstanding results in the independent and nationally benchmarked 2012/13 Press Ganey satisfaction surveys. We were ranked the number-one private hospital operator in Australia by our doctors for the eleventh consecutive year, and achieved top quartile performance in inpatient and day patient surveys compared to all surveyed hospital operators in Australia.

Satisfaction surveys – Group results



Accreditation

Hospitals

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

Reports recently received for surveys conducted during 2012/13 were:

- Subiaco (p34) received six Outstanding Achievements in areas including palliative care, medication safety, human resources management, research, occupational health and safety and waste management; as well as 27 Extensive Achievements out of 47 criteria.
- Burwood (p44) and Richmond (p45) (combined accreditation) received 10 Extensive Achievements out of 47 criteria.

The Australian Commission for Safety and Quality in Health Care's 10 National Safety and Quality Health Service (NSQHS) Standards came into effect from January 2013. The standards aim to provide a nationally consistent set of measures of clinical safety and quality across Australia. The 10 NSQHS Standards are:

- Governance for safety and quality in health service organisations
- Partnering with consumers
- Preventing and controlling health care-associated infections
- Medication safety
- Patient identification and procedure matching
- Clinical handover
- Blood and blood products
- Preventing and managing pressure injuries
- Recognising and responding to clinical deterioration in acute health care
- Preventing falls and harm from falls

In 2012, St John of God Health Care created a new role, Group Manager Clinical Quality Systems, to lead the implementation of these Standards across our divisions, and strengthen cross-divisional collaboration in developing relevant patient safety and quality resources. Clinical Standards reference groups were established to develop and oversee implementation of best-practice policy and procedures, clinical audit tools to measure and monitor our performance, and education and training in relation to the Standards.

Geraldton (p31) was our first hospital to undergo accreditation against the new EQulP National Standards, achieving 97% compliance against 256 actions and one merit rating in clinical handover. Standards that were not met were considered non-mandatory developmental actions during 2013. Murdoch also successfully achieved accreditation under these new Standards under periodic review.

Pathology

Our Pathology (p47) laboratories are accredited by the National Association of Testing Authorities (NATA) and, this year, 10 out of 19 laboratories (VIC – Bendigo, Berwick, Bunbury, Castlemaine, Colac, Geelong, Portland, Warrnambool; WA – Osborne Park, Subiaco) were reassessed under the NATA Alternative Surveillance accreditation program. Laboratories received commendations for the knowledge and skills of their caregivers, record keeping and traceability of records.

Our Bunbury, Geraldton and Osborne Park laboratories were also successfully accredited with an increased scope of testing to include Drugs of Abuse testing against AS/NZS 4308:2008. Our major laboratory at Osborne Park was audited in November 2012 for handling of Security Sensitive Biological Agents and assessed as compliant with the National Health Security Act 2007.

From 1 July 2013, NATA will introduce a new surveillance program for medical testing laboratories that will change the cycle of assessments from a three-year cycle to a four-year cycle and incorporate a new series of audits to review key elements of the laboratory's quality management system. St John of God Pathology corporate-accredited facilities will move to this new program from 1 January 2014.

In addition to laboratory audits, several of our collection centres also underwent spot audits by Medicare, with all found to be fully compliant with the National Pathology Accreditation Advisory Council Standards for Approved Pathology Collection Centres.

New Zealand

Our New Zealand residential facilities for people with a disability, St John of God Halswell and St John of God Wellington, (p46) are certified by the New Zealand Ministry of Health and are fully compliant with the New Zealand Health and Disability Service Standards. St John of God Waipuna (p46) 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.

Clinical Risk Management and Quality

St John of God Health Care continues to review and strengthen its clinical risk management program. In particular, we have improved the process of monitoring coroner's cases and formally reporting reviews and findings, to ensure that key lessons are shared and effected across the organisation.

Our organisational clinical risk assurance program has been reviewed, to ensure it maintains a focus on high-risk aspects of care. Reviews of serious clinical incident management, mortality review, and compliance with key clinical legislation are planned for 2013/14.

St John of God Health Care is a member of the Catholic Health Australia and Sydney Adventist Network (CHASAN), a Catholic clinical quality benchmarking group. CHASAN members have developed hospital clinical benchmarking reports to assist in identifying clinical best practice and improving performance. To date, these reports have informed quality improvement initiatives that have facilitated patients having their procedures and returning to their place of residence with less delays.

We were ranked the number-one private hospital operator in Australia by our doctors for the eleventh consecutive year in 2012/13. Pictured, General and Colorectal Surgeon Mr Phil Harris from our Berwick hospital.



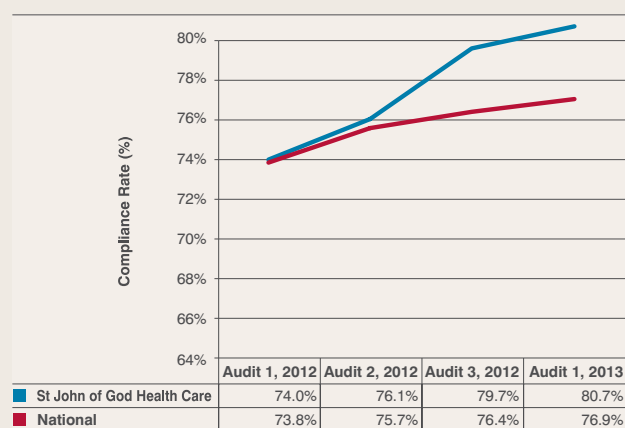
Specific clinical quality improvement initiatives

Infection control

St John of God Health Care has continued to benchmark rates of *Staphylococcus aureus* Bacteraemia (SAB) – the most common bacteria causing serious health care-associated bloodstream infection – against other acute hospitals on the MyHospitals website to evaluate the effectiveness of our infection control programs. Each of our hospitals reported significantly lower than the national benchmark of two SAB cases per 10,000 days of patient care.

Since 2010, St John of God Health Care has participated in the National Hand Hygiene Initiative to improve hand hygiene compliance by health workers and the public – a vital aspect of infection prevention. Our 2012/13 mean compliance rate for our hospitals consistently exceeded the 70% benchmark prescribed by the National Health Performance Authority (NHPA). All divisions have worked hard to promote education and reinforce the importance of the 'Five Moments of Hand Hygiene' education program to their caregivers.

Mean hand hygiene compliance rates



Clinical reviews

Clinical reviews are important in ensuring our clinical services remain best-practice and enhance clinical outcomes and patient experience. This year, we completed two key clinical reviews:

Maternity incidents

All maternity incidents over the last 12 months were reviewed to identify areas for improvement. In 2012, an organisational audit of identification processes for newborns showed improved performance. New benchmarking reports have also been introduced to provide feedback and identify areas for improvement and follow-up.

Documentation audit

This was conducted in November 2012 as a baseline audit to determine compliance rates across all the hospitals against documentation requirements for health records. The areas audited are documentation regarding patient identification, nursing assessment, progress notes, discharge, consent, anaesthesia, operation record, emergency, mental health and obstetrics. We achieved 100% compliance in anaesthesia records and top quartile compliance in four other areas. Action plans have been developed to address areas requiring improvement.

Warrnambool Registered Nurses Jodie Rogers and Regina Laird carry out a patient identification and procedure matching check prior to surgery.





We constantly review our maternity services to ensure we are providing the highest quality care for our patients. Pictured: Deborah Bayard and baby son Edward at our Ballarat hospital with Midwife Megan Faneco.

Excellence in nursing and midwifery practice

In 2012/13, St John of God Health Care revised a suite of key clinical indicators to assist our nursing and midwifery caregivers to implement the new NSQHS Standards relating to pressure injury, fall prevention management and medication safety.

We continue to focus on developing the Team Model of Care, with a particular focus in 2012/13 on developing the skills and capabilities of registered nurses and midwives as everyday leaders of the team. We developed and launched the Developing Leadership Skills for Team Leadership program, with 250 attendees from across our Victorian and New South Wales hospitals.

Our Subiaco hospital adopted the program's framework to develop their own leadership program called RISE, which has 138 participants in 2013. Our three other Western Australian hospitals will roll out the program from July 2013.

Our ongoing focus on developing enrolled nurses to work in specialty areas was boosted this year with the introduction of a new program called EN Extra. The first course developed under this program is the Fundamentals of Maternity, Neonatal and Gynaecology Care Program. Six enrolled nurses completed this program in 2012/13 and are now working in our maternity units.

This year we also began a review to identify the skill set required of Assistants in Nursing and Patient Care Assistants working in hospitals and community care. The results of this review will be used to contribute to the development of a formal competency program in 2013/14.

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, with dedicated palliative care beds.

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

Some of our major achievements in 2012/13 include:

- Supporting a Palliative Care Clinical Nurse Consultant to train as a Nurse Practitioner in Palliative Care at our Subiaco hospital. Our Bunbury hospital also appointed a Palliative Clinical Nurse Specialist.
- Providing specialty palliative placements for medical students from The University of Notre Dame 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.
- Murdoch is participating in a study to identify caregiver perspectives on providing palliative care, and education and support needs. The data collected in this study will be used to inform a hospital-wide model of palliative care, including clinical guidelines, education and training.

In the year ahead, we plan to implement the Liverpool End of Life Care pathway at our Ballarat, Berwick and Geelong hospitals, and explore opportunities for research.

Pastoral services

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

Our pastoral practitioners, all of whom are professionally trained, relate to patients and families through a specific relationship recognising 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.

Some of our major achievements in 2012/13 this year include:

- Completed the pilot of a Pastoral and Bereavement database to capture information relevant to referral patterns, pastoral interventions and bereavement follow-up. The database will be rolled out from July 2013.
- Registered and launched a Virtual Clinical Pastoral Education Centre in Victoria for caregivers and the wider community.
- Hosted Clinical Pastoral Education (CPE) programs at Ballarat, Geraldton and Subiaco for caregivers and the wider community.
- Developed a memorandum of understanding with The University of Notre Dame, which will allow students who have completed our CPE programs to apply for Advanced Standing towards Graduate Diploma in Pastoral Studies, Theology, Master of Arts in Theological Studies, and Counselling.

In the year ahead, we plan to:

- Roll out the Pastoral and Bereavement database to all divisions.
- Continue to address succession planning through increased provision of CPE training programs within our hospitals and to the wider community.
- Continue to offer our CPE programs to seminarians as part of their ministry formation.
- Offer a pastoral traineeship program at Berwick and Pinelodge Clinic: a combination of CPE training and clinical placement.
- Explore opportunities to participate in research.

Information technology

Information Services has this year continued its focus on enhancing clinical service delivery, enhancing access to data and improving patient outcomes through a number of projects.

We enhanced internal efficiencies through the development of self-service business intelligence tools that enable more efficient access to data, and self-service content management systems that enable users to easily view and publish information, such as anaesthetic rosters. Additionally, a number of Microsoft upgrades including Office 2010, Windows 7 and Exchange email have been, or are in the process of being, rolled out across our Australian divisions.

Wireless technology has been installed in operating rooms and doctor lounges in each of our hospitals to provide clinicians with fast, unrestricted internet access to perform clinical research, and view pathology results and digital x-ray images.

Work has commenced on the installation of computing infrastructure designed to guarantee improved access to clinical information systems, to ensure that St John of God Health Care is well positioned to deliver the best patient outcomes into the future.

Pastoral practitioners at our Geelong hospital visit parents whose babies are being cared for in the Special Care Nursery to provide spiritual and emotional support. Pictured: Sam Allan with baby Matilda and Pastoral Practitioner Moira Wildling.



Awarding Excellence 2012/13

At St John of God Health Care we encourage participation in external awards to benchmark our performance and recognise the professionalism of our people and the service we deliver. These individual, divisional and group achievements ultimately serve to strengthen the communities in which we all participate.

Recipient	Award	Awarded by
St John of God Health Care	Silver Award Excellence in Reporting – Annual Report	Australasian Reporting Awards 2012
	Finalist Victorian Premier's Sustainability Awards 2012 in the category of large business	Victorian Government
St John of God Health Choices	First place poster presentation <i>Risks Association with Driving</i>	Hospital in the Home Society Conference
Health Choices Warrnambool	Warrnambool Business Excellence Award 2012 in the category of New Business.	City of Warrnambool
St John of God Hauora Trust New Zealand Yvonne Gardiner	Bravery & Heroism Award for the resuscitation of a child and rescuing her client during the Christchurch earthquake.	Christchurch City Council
St John of God Murdoch Hospital Vicki Hallion Norma Davis Melissa Coventry Mel Mott	Rated number-one private hospital in WA by Medibank Private members Excellence in Health Promotion and Early Intervention award for the <i>Music to Open Your Mind Program</i> Excellence in Arts in Health award for the <i>Arts in Health in Design & the Built Environment</i> WA Midwife of the Year 2012 Unsung Hero Community Service Award National finalist Outstanding Graduate Nurse Award Finalist WA Nursing & Midwifery Excellence Awards	Medibank Private 4th International Arts in Health Conference, November 2012, WA Department of Health Arts in Health Australia Johnson & Johnson South Perth Rotary Club HESTA WA Department of Health
St John of God Pathology Dr Vince Caruso	Order of Australia Medal (OAM) for service to medicine in the field of Pathology	HM Queen Elizabeth II
Pinelodge Clinic Ailsa Tate	CHA Nurse of the Year 2012	Catholic Health Australia
Social Outreach and Advocacy Horizon House Dianella	Norma Parker Award for Innovation in Social Services	Catholic Social Services Australia
St John of God Subiaco Hospital Michelle Stedman Sharon Alcock Jill Kelly	2012 TravelSmart Award for its Travel Green plan Finalist Work Safety Awards WA Midwife of the Year Finalist in the WA Nursing and Midwifery Excellence Awards Finalist in the WA Nursing and Midwifery Excellence Awards	WA Department of Transport WA Department of Commerce Australian College of Midwives & Johnson's Baby WA Department of Health WA Department of Health
St John of God Warrnambool Hospital Dr Eric Fairbank <i>Director of Palliative Care</i> Barbara Bourke <i>Hospital Auxiliary member</i>	Order of Australia Medal (OAM) for significant service to palliative care medicine in regional Victoria. Australia Day Local Achievement Award 2013 for volunteer service to the community	HM Queen Elizabeth II Warrnambool City Council

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. 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.

In early 2013, St John of God Health Care appointed a Group Research Coordinator, Adjunct Associate Professor Nik Zeps, to lead the development of a long-term research strategy for the organisation. A Research Strategy Steering Committee has been formed to advise on priority-setting and initiatives to strengthen the research capacity in the organisation, by identifying key research projects, funding opportunities, and collaborative and cross-disciplinary alliances. We have also begun discussion with our colleagues in the not-for-profit hospital sector about greater research collaboration and look forward to developing these relationships.

Research approvals

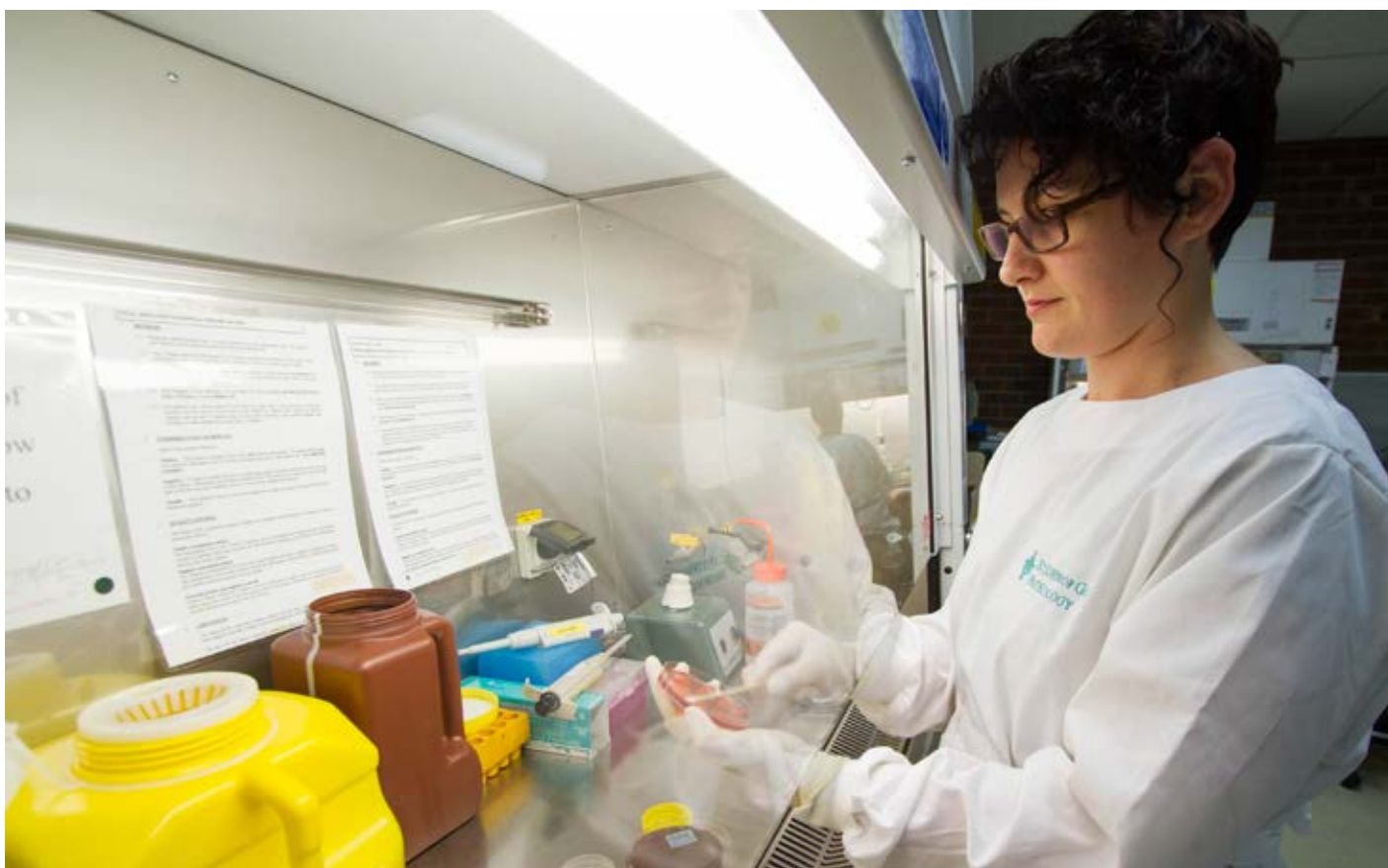
Research activity has increased markedly over 2012/13, with the number of new research proposals approved totalling 71 (61 in 2011/2012). The majority of this growth is due to an increase in research activity at our Murdoch hospital (p32), specifically, nursing research. The growth in research is due to joint academic appointments throughout the organisation, which are aimed at providing mentorship for junior researchers and guiding caregivers in collaborative, translational research efforts with university alliances.

Of the 71 research proposals approved by the St John of God Health Care Ethics Committee in 2012/13, 35 (49%) were multicentre clinical trials, while 36 (51%) were exclusive to St John of God Health Care.

Consistent with previous years, the majority of research related to oncology (16 studies). The next largest cohorts of research were nursing (13 studies), mental health (9 studies), orthopaedics (7 studies) and pathology (6 studies).

The majority of research activity continues to take place at our Subiaco hospital with 37 studies (44% of studies) while our Murdoch hospital has significantly increased its research activity from 6 studies (9% of total) in 2011/12 to 21 studies (25% of total) in 2012/13.

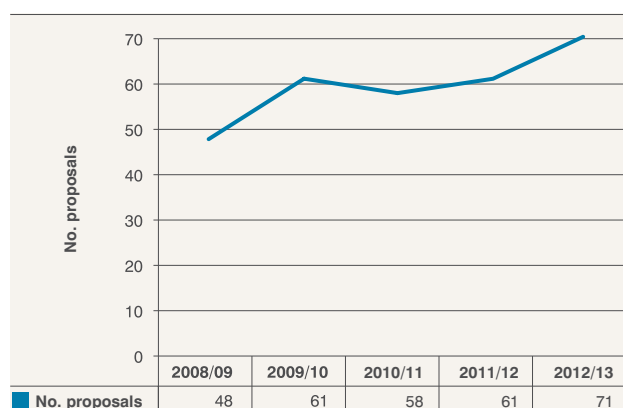
Our pathology division (p47) performs services for numerous clinical trials, including research into cardiology, multiple sclerosis, bacterial and viral infections, colon cancers, autism and bipolar disorder. Pictured: Medical Scientist in Microbiology, Stephanie Ardiri, plating a specimen.





Professor Marie-Paule Austin, pictured with baby Zoe, leads the Perinatal and Women's Mental Health Unit at our Burwood Hospital (p44) and is an international authority in the field of perinatal mental health.

Research proposals approved



Research highlights

Research is conducted by all St John of God Health Care divisions. Highlights for 2012/13 include:

St John of God Burwood Hospital (p44)

Burwood hospital 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

- Ongoing National Health and Medical Research Council funding, in partnership with *beyondblue*, the national

depression initiative, to examine the impact of Australian perinatal mental health reforms on service utilisation.

- Ongoing study examining mental health service utilisation by pregnant and postnatal women and evaluation of Australian perinatal mental health reforms.
- Ongoing study of the perinatal mental health of over 1800 women taking part in the Australian Longitudinal Study of Women's Health.
- Professor Marie-Paule Austin, Nicole Reilly and Bettina Christl were authors and co-authors of peer-reviewed national publications focusing on the acceptability of psychosocial risk assessment in maternity settings, the value of routine assessment in parent-craft services, and clinical practice guidelines for perinatal mental health.

International

- Secured \$346,000 in funding from the Canadian Institute of Health Research to support a full two-year trial of Professor Austin's model of integrated perinatal psychosocial care in Alberta, Canada.
- Professor Marie-Paule Austin, Senior Research Associate Nicole Reilly and Research Officer Bettina Christl were authors and co-authors of peer-reviewed international publications focusing on equity of access to perinatal psychosocial mental health morbidity due to substance use before and during pregnancy, and infant neurodevelopment following in-utero exposure to antidepressant medication.

St John of God Murdoch Hospital (p32)

Murdoch has significantly increased its research capacity this year, with oncology a primary area of focus. Five active trials for the treatment of breast, lung and gastro-intestinal cancers began in 2012/13 with 19 participants, with five more trials pending approval.

A tissue banking study began in January 2013 in partnership with Edith Cowan University, aimed at developing the process of consent to donate tissue for research purposes. A palliative care study, which commenced in April 2013, will assess the multidisciplinary health care team's understanding of the provision of palliative care.

Professor of Emergency Medicine, Professor Ian Rogers, completed ongoing research into the medicine of endurance exercise this year, and the Ethics Committee granted approval for a clinical study to trial a new screw for plate osteosynthesis.

St John of God Subiaco Hospital (p34)

The majority of Subiaco's research is comprised of multicentre oncology trials investigating new medications and therapeutic combinations for cancer treatment. The hospital has developed significant activity in molecular oncology based around multidisciplinary cancer care groups, particularly in breast, colorectal and gynaecological cancers. They received a \$200,000 grant from the Cancer Council of WA to support a rectal cancer project and have applied for several more grants in 2014.

Areas of research include nursing-specialised roles and skills development, and orthopaedic research into different treatment modalities.

The St John of God Subiaco Hospital Clinical Trials Unit continues to conduct a wide range of oncology trials with the aim of facilitating new and improved cancer treatments for patients. Five new trials were opened for recruitment in 2012/13, including colorectal, pancreatic, ovarian and upper gastro-intestinal cancer trials.

Subiaco is currently undertaking 16 research projects, including single and multi-site projects related to masters studies and clinical handover. The hospital had 37 research projects approved by the Ethics Committee in 2012/13.

Nursing and midwifery research

Our nursing and midwifery research is guided and supported by the Nursing, Midwifery and Allied Health Research Council, which supports the active participation of all divisions in research to contribute to the development of evidence-based care.

Nurses, midwives and allied health caregivers partnered with a number of universities as either masters students or as collaborators in large, multi-centre studies to participate in a variety of research projects including: breast cancer, mental health, palliative care, cancer-related fatigue, and preceptorship analysis.

This year we focused on two major studies:

Bowel intervention study

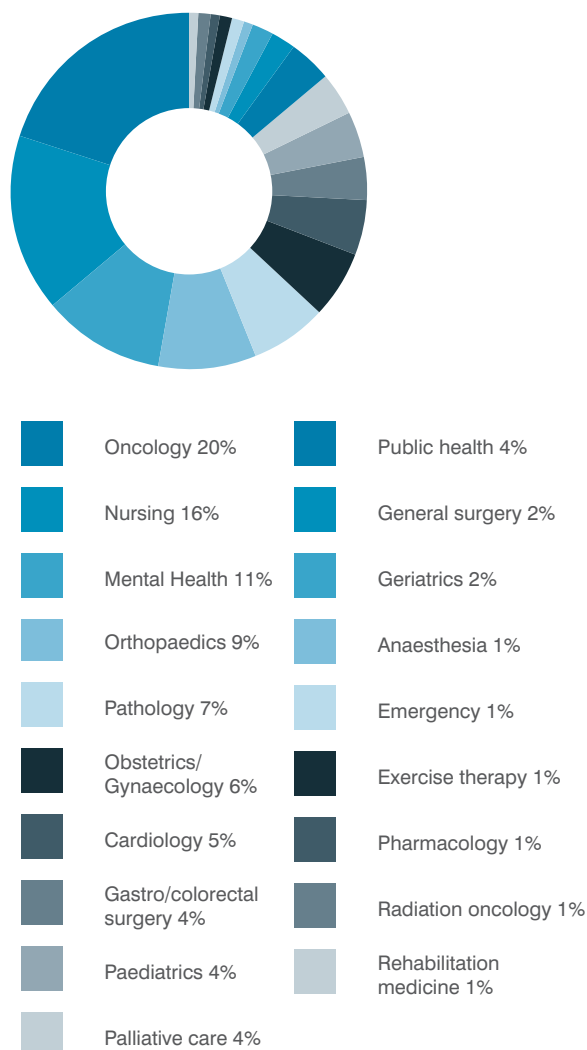
This large multi-site study concluded in 2012/13, with seven hospitals evaluating the post-operative bowel protocol tool trialled at our Murdoch hospital in 2010. The study aims to improve management of analgesia-related constipation for hip and knee replacement patients.

The study was completed by Gail Ross-Adje, a PhD student from our Murdoch hospital, and is now awaiting publication. The results support practice changes in relation to bowel management regimes for hip and knee replacement patients and other patient groups who experience opioid-induced bowel dysfunction.

Dementia Care in Hospitals Project

Our Bendigo hospital (p38) participated in this BUPA-funded, caregiver education study in 2012/13, with results demonstrating a significant increase in caregiver confidence and comfort in caring for the cognitively impaired, and satisfaction in the resources provided by the hospital to care for these patients. There was also an increase in appropriate rehabilitation referrals for the cognitively impaired. St John of God Health Care will roll out this program organisation-wide in 2013/14.

Research approved in 2012/13 by clinical specialty



EXCELLENCE IN EDUCATION AND TRAINING

St John of God Health Care is committed to ensuring the future sustainability of the Australian health care 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 medical and nursing students across undergraduate and graduate programs.

Medical education and training

Our role in medical education and training is influenced by our focus on supporting the health system and wider community; specialist commitment to, and engagement in, postgraduate training; commitment to providing high quality care; and federal funding opportunities. We focus on providing a positive educational/training experience for recently graduated doctors, by offering broad clinical experience that will inform their career choices.

In 2012/13, we partnered with nine university medical schools across Western Australia, Victoria and New South Wales to provide student education, and this year had 379 medical students rotating through our hospitals and pathology. Our training covered a wide range of medical and surgical specialties, including obstetrics, paediatrics, psychiatry, anaesthetics, cardiology, pathology and emergency.

We directly employed 49 Resident Medical Officers in 2012/13. Innovative new training programs – such as the Surgically Mentored Applied Practice, Research and Training (SMART) and Vocational Introductory Physician Experience Rotation (VIPER) programs – have been key initiatives in attracting local talent to our Subiaco and Murdoch hospitals.

We also employed 42 Registrars, 36 of which were funded by the Commonwealth Government's Specialist Training Program (STP). This funding allows us to recruit and train more advanced doctors in specialties including psychiatry, rehabilitation, general medicine and emergency medicine. Funding from the Royal College of Pathologist's Specialist Training Program has allowed us to train eight Pathology Registrars this year. Pathology has also received accreditation for training in General Pathology, and is currently awaiting the results of funding applications. Since the establishment of the STP Program in 2009, when we had five STP-funded Registrars, we have progressively increased our STP cohort each year, and have been granted approval for 42 positions in 2014.

Associate Professor Andrew Dean shows Notre Dame medical student Louis Aldred-Traynor how to test resuscitation equipment at our Ballarat hospital.





Innovative new training programs for Resident Medical Officers have been key in attracting talented young doctors to our Subiaco hospital.

Looking ahead

Staffing the new St John of God Midland Public and Private Hospitals (p28) when they open in 2015 will be a key challenge for our organisation. The identification of accurate workforce numbers is essential for meeting accreditation requirements and planning for 2015 is already underway. We are preparing for accreditation of approximately 34 Resident Medical Officer and 36 Registrar positions from November 2015, and developing links with other St John of God hospitals and the Western Australian Government to properly integrate education opportunities for junior doctors.

Nursing and midwifery education and training

Training our future nursing and midwifery workforce is a key objective for St John of God Health Care and we have introduced a number of new initiatives in 2012/13.

We are collaborating with the Australian Catholic University to launch a Nursing Clinical School in Ballarat (p37) in September 2013. Students will undertake their entire clinical placement program at our Ballarat hospital, providing them with opportunities to become part of the St John of God Health Care community from the commencement of their acute and community placements through to their undergraduate program.

A Professor of Nursing will be appointed for the eastern region, jointly with the Australian Catholic University, with the purpose of facilitating clinical nursing, midwifery and allied health research in our hospitals and services.

We began the New South Wales Mental Health Simulated Learning Environment Program, funded through Health Workforce Australia, in February 2013. The aim of this project is to develop and implement a model of simulated learning to assist professional learning in the mental health setting. We have collaborated with the Australian Centre for Health Innovation in Melbourne to develop this program, where live simulated mental health scenarios between a simulated patient and clinician are web-casted to our two mental health hospitals in New South Wales. This innovative program has been enthusiastically embraced by nursing and medical participants.

Five of our Victorian hospitals (Pinelodge, Frankston, Berwick, Warrnambool and Geelong) completed the development of new education facilities in 2012/13, funded by Health Workforce Australia in collaboration with the Australian Catholic University, to assist in providing high quality clinical placement opportunities for an increased number of students.

Our Murdoch hospital opened the Murdoch Training and Education Centre (MURTEC), a state-of-the-art clinical training and education centre, in September (p32). The Centre was funded by the Commonwealth Government's Innovative Clinical Teaching and Training grant and provides simulation training based on clinical best practice.

Graduate registered nurse places

2009	2010	2011	2012	2013
107	111	128	117	104

Graduate enrolled nurse places

2010	2011	2012	2013
29	54	70	35

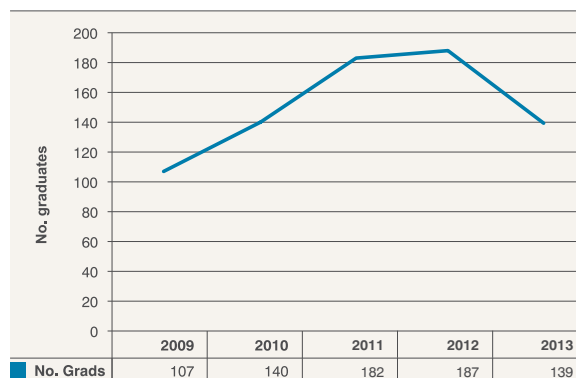
Registered nurse student days

2009	2010	2011	2012
22,022	23,666	25,672	26,375

Enrolled nurse student days

2009	2010	2011	2012
4,380	6,296	6,592	7,885

Graduates in registered nurse and enrolled nurse programs



Midwifery Clinical Educator Megan Grant and Student Midwife Julia Gore demonstrate CPR during a mandatory competency assessment at our Geelong hospital.







PEOPLE

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“A strong sense of community amongst caregivers at St John of God Berwick Hospital creates a feeling of belonging which makes me feel supported in my work”

Maryanne Burr, Oncology Unit Manager, St John of God Berwick Hospital

Left to right: Yvonne Enticknap, Varun Sikka, Maryanne Burr, Suzi Marquez and Deb Mauriks from our Berwick 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 informed by Gospel values and the key Catholic social principles of human dignity and the common good. We understand that each person is created in the image of, and destined for fulfilment in, God. Each person is a treasure and every life is a sacred gift. At the same time we appreciate that we are social beings by nature and our dignity and potential is best fulfilled in relationship to others and in community. We are responsible for one another.

We refer to our staff as caregivers because each person, regardless of their role, plays an important part in our St John of God community and contributes to the health and wellbeing of the people we are able to serve.

Directors of Mission

We employ Directors of Mission at each of our services to assist us all in protecting and enhancing our culture where each individual is respected and there is a strong sense of community, unity and a people on a mission. This is done in a number of ways including fostering appreciation of our rich heritage as well as assisting each person find their personal point of connection with, and passion for, the organisation's Mission today. Directors of Mission help us acknowledge and celebrate what is right in the organisation and harness the power of a strong community in order to face our many challenges.

Service Ethos

Service is central to how we bring our Mission to life. Our development programs 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.
- Feedback and evaluation about how well we're doing is crucial.

Workforce

St John of God Health Care has made workforce an organisation-wide priority, in recognition of our people's critical role as we finalise major hospital developments and position our organisation as a preferred employer in the competitive health care industry.

The position of Group Director Workforce was created in November 2012 and has a seat on St John of God Health Care's Group Management Committee (p96).

Following this appointment, a new workforce service delivery model was introduced that included the establishment of five service centres:

- Recruitment and human resources
- Salary and benefits
- Learning and development
- Occupational health, safety and wellness
- Industrial relations

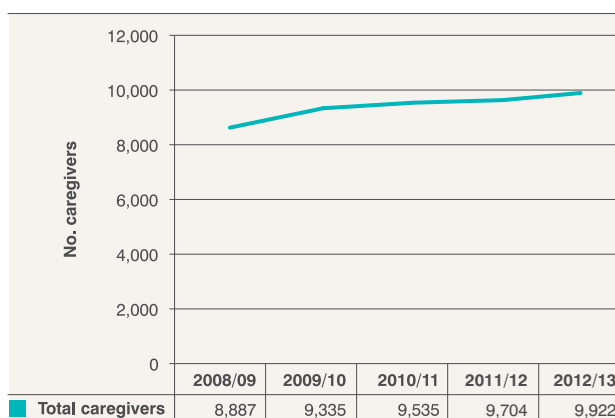
The centres will be predominantly located in our hospitals, close to day-to-day operations and are aimed at improving efficiencies and effectiveness to position the organisation for growth over the coming five years.

Workforce profile

St John of God Health Care employs 9,922 (6,395 full time equivalent) caregivers. Nurses and midwives comprise 43% of the workforce.

In addition to the 257 doctors we employ, 3340 private specialists are accredited to treat patients at our hospitals.

Workforce numbers as at 30 June 2013



Workforce numbers by state and division

Lead indicator	WA	VIC	NSW
Accord	0	323	0
Ballarat	0	784	0
Bendigo	0	538	0
Berwick	0	311	0
Bunbury	526	0	0
Burwood	0	0	201
Frankston	0	215	0
Geelong	0	639	0
Geraldton	158	0	0
Group Services	305	44	0
Group Social Outreach and Advocacy	61	4	0
Health Choices	40	106	0
Midland	7	0	0
Murdoch	1544	0	0
Pathology	521	687	0
Pinelodge	0	131	0
Richmond	0	0	182
Subiaco	2148	0	0
Warrnambool	0	206	0
TOTAL*	5310	3988	383

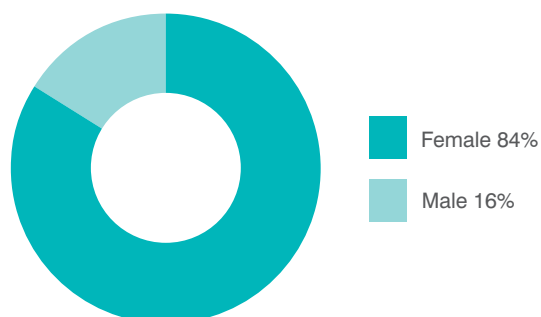
*Excludes New Zealand caregivers



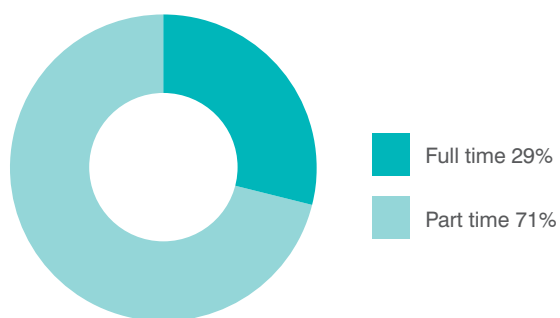


Bunbury caregivers (left to right) Jenny Ward, Pat Kelly, Robbie Marsh-Warfield and Sonia Hiscox.

Workforce gender profile



Providing flexible work options through part-time work



Caregiver satisfaction

A caregiver satisfaction survey was conducted in March 2013 with a record 66% response rate.

When benchmarked against others in the health care industry, three divisions placed in the top quartile nationally: Warrnambool, Pinelodge and Berwick. Three of our large divisions – Geelong, Subiaco and Ballarat – placed in the top quartile for their bed-size benchmark group of over 150 beds.

Parental leave

St John of God Health Care provides generous paid parental leave of between 10 and 14 weeks' salary on top of the government's paid parental leave scheme of 18 weeks at minimum wage. This enables caregivers to receive income for up to 32 weeks while on parental leave.

In 2012/13, 375 caregivers began parental leave and 399 completed parental leave. The vast majority - 91% - of caregivers returned to work at the completion of their leave, to a combination of full-time, part-time and casual roles.



Pathology Collectors Lynda Siedow Egan (front) and Christine Beyersdorfer (back) at work in Geelong.

Equal opportunity

Our comprehensive Conduct, Equity and Justice Policy articulates our commitment to equal opportunity and is reflective of our culture.

St John of God Health Care is compliant with the *Workplace Gender Equality Act*, which requires employers to promote gender equality in the workplace. Reporting requirements under the Act will expand in the next two years with the introduction of gender equality indicators relating to the gender composition of governing bodies, equal remuneration, workplace flexibility and consultation with caregivers. Our approach and practices should enable us to meet all required indicators.

Harmonious environment

Living the Values of St John of God Health Care ensures respect for every individual caregiver's rights to work in a harassment-free and harmonious environment, with zero tolerance of discrimination or harassment of any kind.

Induction and orientation sessions for caregivers include education to raise awareness of bullying and harassment, and refresher training is conducted every two years.

Disability Access and Inclusion Plan

St John of God Health Care continues to grow in its awareness and understanding of what is required to be a disability-confident and disability-supportive organisation.

We continue to build good working relationships with Disability Employment Services to ensure that people who are registered with them are given every opportunity to develop their careers at St John of God Health Care. This year we set targets for our divisions on creating employment opportunities for people with a disability.

All senior leadership teams have received customised education and formation in disability awareness to provide a deeper level of understanding of how disability impacts on people's lives.

All facilities have received a physical access audit as measured against both the *Building Code of Australia* and the *Disability Discrimination Act*.

Reconciliation Action Plan

St John of God Health Care's Reconciliation Action Plan (RAP) was registered with Reconciliation Australia in December 2012 following consultation across the organisation and input from indigenous representatives of the communities in which we operate.

The RAP contained seven actions for divisions to achieve by June 2013, and a further 10 to be implemented by June 2014.

Cross-cultural awareness education workshops for managers were conducted at some Western Australian divisions in 2012/13 with strong management engagement being displayed.

Employee benefits

Caregivers responding to this year's caregiver satisfaction survey expressed strong support for the range of benefits on offer at St John of God Health Care. These include salary packaging, employee assistance, learning and development, financial services and career counselling.

This year St John of God Health Care implemented *MyPay*, an automated self-service kiosk that provides caregivers with access to electronic payslips, annual payment summaries and pay and leave details, as well as the ability to update their personal details online.

This has improved accessibility to employment details for caregivers while delivering significant environmental benefits.

Workforce planning

Major building developments underway across St John of God Health Care have significant workforce implications and require extensive workforce planning to ensure that the necessary workforce is in place when new services are launched. Over the next three years, the St John of God Health Care workforce will have increased 25% over current numbers.

Factors being considered in workforce planning include environmental impacts, future changes to service delivery models and technology, and demographic changes in the population. Engagement and retention of our existing workforce is a critical aspect of our workforce planning.

Industrial relations

St John of God Health Care cultivates positive relationships with caregivers and unions to facilitate consensus and resolution of workplace matters.

In 2012/13, industrial activity centred on collective bargaining, with negotiations successfully concluded in Victoria, Western Australia and New South Wales involving nursing, allied health, pathology and support workforces.

Our caregivers enjoy terms and conditions of employment that are just, sustainable and competitive with comparable employers. Policies and practices reflect contemporary principles and practices and are guided by our Values and Mission.

Occupational health and safety

The wellbeing of our caregivers, and providing a safe working environment, is integral to our Mission. St John of God Health Care's Occupational Health and Safety (OHS) Strategy 2011-15 seeks to continuously guide improvement and strengthen our safety culture. Our focus is on safety, leadership and caregiver participation.

We actively work to maintain and continuously improve comprehensive health and safety management systems to prevent the onset and impact of workplace injury and illness. All divisions and services have OHS policies, procedures, processes and work practices in place that actively work to minimise the impact of risks to the health, safety and wellbeing of our caregivers.



Group Services' Melbourne caregivers Tyson Fowler, Bridie Kennedy and Lisa Yesuratnam



Caregivers at our Burwood hospital celebrate Safety Week, one of the many initiatives that St John of God Health Care uses to promote safety and wellbeing.

Highlights for OHS in 2012-13 included:

- Improved training for leaders, managers, frontline caregivers and supervisors and the introduction of online learning modules to champion safety.
- Enhanced better-practice forums to better share learnings across the organisation.
- Developed OHS Risk Protection Manuals to establish and guide minimum performance expectations across all divisions in key risk areas.
- Up-skilled divisional OHS Managers through better-practice educational workshops.
- Delivered an additional \$1.3 million in manual handling equipment, and introduced systems of work and training on a range of new manual task techniques.
- Increased the organisation's focus on contractor management to ensure safety responsibilities, expectations and learnings are shared with all personnel across our sites.
- Assessed and reduced risks associated with potential safety issues arising from major hospital refurbishments or office relocations.
- Promoted OHS strategies and progress against Safety Plans to OHS committees, health and safety representatives and caregivers to accelerate culture change around safety across the organisation.
- Strengthened our injury management capabilities with the use of early intervention providers to enable supervisors and managers to help manage the safe return to work of injured workers.
- Nominated for Best Workplace Safety and Health Management System in the Western Australian and Victorian State WorkSafe Awards.

External OHS National Audit

An externally accredited OHS Auditing Team conducted a national audit across all divisions in 2012/13, utilising the National Self-Insurers OHS Audit Tool.

The audit revealed significant improvement on past results across all of St John of God Health Care divisions. An average compliance of 90% was achieved across the organisation. Our Geelong hospital, Health Choices, Social Outreach and Advocacy and the groupwide Safety Management System all achieved 100% compliance.

Monitoring performance

The health and safety performance of our Australian divisions is monitored through key performance indicators.

Positive OHS lead indicators indicate a positive response to proactive strategies to prevent workplace injuries and illnesses.

Lead indicator	2010/11	2011/12	2012/13
Workplace hazard inspections completed	700	1101	1331
Hazards reported	1249	1691	1633
Manual handling risk assessments completed	626	517	578
Non-manual handling risk assessments completed	273	325	428

Facts based data analysis has enabled our divisions to prioritise and target further risk-reduction and injury-prevention actions.

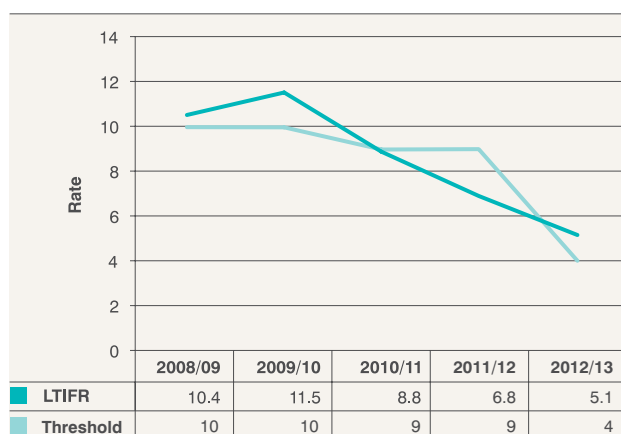
Lost-time injury frequency rates

Lost-time injury (LTI) frequency rates are an important indicator of achievement in ensuring a safe and healthy working environment for caregivers. Lost-time injuries are those requiring between one and 10 days off work.

In 2013, St John of God Health Care achieved a 24% improvement on the previous year with a reduced lost-time injury frequency rate (LTIFR) of 5.1, through the steadfast commitment and efforts of our caregivers.

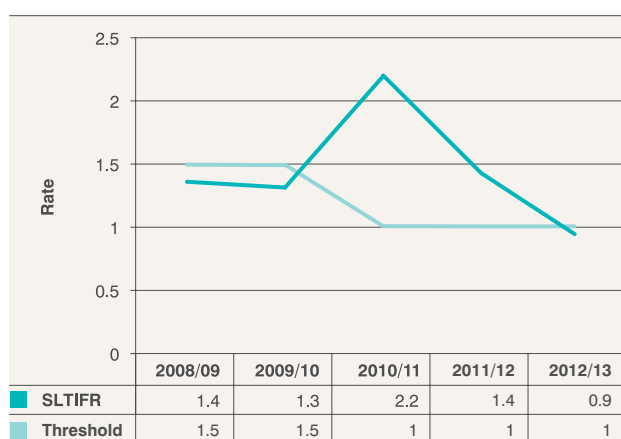
Our indicator for serious lost time injuries – injuries requiring more than 10 consecutive days off work and the subject of an accepted Worker's Compensation claim – has decreased from 1.4 to 0.9, representing a reduction in serious injuries from 15 in 2011/12 to 10 this year.

Lost-time injury frequency rate



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

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.

Collaborative benchmarking

We continue to collaborate with the OHS subgroup of CHASAN (a collaborative comprising five Catholic health care groups – Mater, St Vincent's, Cabrini, Little Company of Mary and Sydney Adventist) that meets regularly to benchmark injury prevention and injury management performance, and share caregiver wellness program information.

Caregiver wellness

Developing a culture that encourages caregivers to balance work demands with their personal lives, and care for themselves as they care for others, is fundamental to our Mission.

As such, the work of our OHS team has been expanded to include wellbeing, with a focus on organisation-wide wellness programs. This will build on the success of existing wellness programs in our divisions.

Quantitative evaluations of the program will provide recommendations on areas of focus and may include health monitoring, pre-employment screening, further injury prevention and health promotion programs.

Learning and development

Providing a supportive learning and development environment and opportunities for our caregivers strengthens our internal community. This enables us to deliver on our Mission to provide health care services that bring comfort to patients and their families.

Our learning and development strategy 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, is the basis for our leadership and management development, which includes recruitment and selection, in-house development, and performance review and development.

Our leadership continuity strategy is underpinned by the following four key programs:

- Executive Development Program
- Diploma of Management
- Mentoring Program
- Leadership Profile workshops

In 2012/13, a new Leadership Skills for Team Nursing Program was developed for registered nurses in all our hospitals.

The program's aims include adopting a leadership mindset, demonstrating confidence and visibility as a leader, assertive expression to influence others and navigate conflict, change, delegation, development of junior caregivers and fostering a cohesive and flexible team.

We encourage caregivers to participate in external leadership development programs such as Leadership WA and the Catherine McAuley Award.

Through the Sisters of St John of God Fellowship, 205 caregivers applied for financial assistance to undertake external study that was deemed to be personally and professionally valuable and would enrich the organisation (see table at right).



Ongoing professional development opportunities are offered to all caregivers, such as Health Choices' finance caregivers Vivien Cao and Julie Coyne.

Professional and technical development

Professional and technical development provides caregivers with the skills to deliver the highest quality care.

A growing number of undergraduates and graduates from a range of professional areas are supported via placements in our divisions.

Highlights for this year included:

- The introduction of a standardised approach to performance review and development across the organisation, with a strong emphasis on the importance of caregivers being informed and educated.
- The opening of dedicated education centres at our Berwick, Frankston and Geelong hospitals.
- The opening of the Subiaco Satellite Midwifery Education Centre (p34) in September 2012 in collaboration with The University of Notre Dame, with funding from Health Workforce Australia.

MyLearning

In 2012/13, St John of God Health Care successfully piloted the Janison Learning Management System, internally labelled MyLearning. Roll-out began in June 2013.

MyLearning will facilitate online learning and management of all development activities, including the completion and reporting of mandatory and essential competencies.

Caregivers can apply for relevant courses and programs, complete certain modules and assessments, as well as maintain a record of their learning and development activities for professional registration purposes. Managers can report on mandatory and essential competency compliance, and all learning and development activities within their department. By December 2013, all online components of mandatory and essential competencies will be standardised for use across the organisation.

St John of God development

Caregivers are offered formation opportunities to further develop their understanding of our Mission and Service Ethos. We provide a variety of programs including Maintaining our Ethical Culture, Mission Mentoring, Pilgrimage, and the Graduate Certificate in Leadership and Catholic Culture.

Fellowships supported

	2009	2010	2011	2012	2013
No. caregivers	176	225	235	221	210
Financial commitment	\$213,000	\$554,000	\$494,000	\$505,000	\$490,000





COMMUNITY

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In 2012/13, our Social Outreach and Advocacy Services developed training programs for health professionals specifically targeted at improving Indigenous perinatal and infant mental health in regional WA, VIC and NSW.

Pictured: Early Years Project Officer Cissy Cox with Zuleika and baby Zion.

Community

Community Relations Framework

Serving the community is the reason St John of God Health Care exists. Our mission is to continue the healing mission of Jesus Christ. It is predicated on meeting community need and continues the legacy established by the Sisters of St John of God and the Hospitaller Order of the Brothers of St John of God who devoted their lives to serving the communities in which they lived.

St John of God Health Care has a holistic approach to caregiving. Providing high-quality health care is one way in which we serve the community, however our ministry extends beyond this. We have more to contribute to the wellbeing of our communities, and particularly in supporting the vulnerable and disadvantaged.

This is achieved most effectively by working in active partnership with the communities themselves to attain mutual objectives. This was clearly stated in our Strategic Plan 2010-14 and this philosophy underpins our community activity, which is implemented through our Community Relations Framework.

We believe a consultative approach, based on reciprocity, builds stronger communities.

Social justice

St John of God Health Care believes in an equal and fair society that recognises the intrinsic value of every human being. We are strongly committed to contributing to social justice and social inclusion.

Our approach is based on the principles of equality and solidarity, human rights, and respect for the dignity of every human being. It follows in the footsteps of Jesus.

Our Social Justice ministry covers four areas: Social Outreach and Advocacy, community responsibility, patient concessions, and caregivers facing hardship.

(i) Social Outreach and Advocacy Services

Our Social Outreach and Advocacy services are designed to meet the needs of people within our communities who are experiencing disadvantage.

We concentrate on the underlying causes of poor health that prevent people from living a full and rich life: factors such as stigma, prejudice, powerlessness, poverty, disability, and marginalisation.

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, thereby increasing control, which is fundamental to human dignity.

Early intervention is 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 (p49).

OUR SOCIAL OUTREACH AND ADVOCACY SERVICES



1 WESTERN AUSTRALIA

Drug and Alcohol Withdrawal Network
Horizon Houses (p49)
Murdoch Community Mental Health
Raphael Centres (p49)
South West Community Drug Service

2 VICTORIA

Accord (p36)
Bloomsbury House (p37)
Horizon Houses (p49)
Pomegranate House
Raphael Centres (p49)

3 NEW SOUTH WALES

Casa Venegas
Raphael Centre (p49)

4 NEW ZEALAND

Waipuna (p46)
Halswell (p46)
Wellington (p46)

5 ASIA-PACIFIC

East Timor (p49)
Papua New Guinea (p49)
Tonga (p49)

We have allocated more than \$300 million to helping people who are experiencing disadvantage since Social Outreach and Advocacy services were established in 2002. SJGHC contributes two per cent of eligible revenue to social justice initiatives, with further contributions coming from government and other external partners.

In 2012/13, we allocated a total of \$53 million, including \$17.2 million of our own funds and \$35.8 million in government funding, corporate support and service fees (see table below).

(ii) Community responsibility

Many of our caregivers actively participate or support worthwhile social justice and community-building initiatives through fundraising, donations and volunteering. We actively support and encourage this participation.

Community Support Leave is available for caregivers who volunteer in the community. Caregivers can apply for up to four hours per month, or one week per year, of paid leave to match their equivalent personal leave to volunteer to work with organisations addressing disadvantage.

In 2012/13, 40 caregivers used 1,029 hours of Community Support Leave, and contributed their time, skills and experience to local and international community programs.

We also support the generosity of our caregivers through our Workplace Giving Program. Caregivers can 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 2012/13, \$14,676 was donated by our caregivers, with major beneficiaries being our own St John of God Foundation and Caritas.

(iii) Patient concessions

In certain circumstances St John of God Health Care provides patient concessions where there is severe hardship or disadvantage and need. Usually this is in response to requests from caregivers, benevolent agencies, international aid agencies, or hospital clinicians. This is codified in our Patient Concessions Policy.

(iv) Caregivers facing hardship

We offer caregivers facing hardship many types of assistance, including practical responses such as providing financial support and approving extended sick leave. This is codified in our Caregiver Hardship Policy.

Social Justice expenditure

	Expenditure \$		SJGHC Contribution \$	
	2011/12	2012/13	2011/12	2012/13
Social Outreach and Advocacy	47,541,500	52,003,748	13,908,508	16,149,243
Community Responsibility	2,519,961	758,848	762,766	758,848
Patient Concessions	720,415	229,547	301,314	229,547
Caregivers Facing Hardship	69,498	71,757	69,498	71,757
TOTAL	50,851,374	53,063,900	15,042,086	17,209,395

Case Study – Baby Watoto, Uganda

Burwood caregiver Elizabeth Flockton took Community Service Leave and went to Uganda to work with babies who have been orphaned in traumatic circumstances at Baby Watoto.

The babies at the orphanage, known as Bulrushes, had been abandoned, some abused and others left alone after the death of their mother in childbirth.

The orphanage can take 50 babies and relies on volunteers like Elizabeth who fund their own journey to care for the children amid precarious political and safety conditions.

As a baby carer, Elizabeth worked with the staff, known as 'Mums' and 'Nannies' to the children in their care.



Sponsorship

St John of God Health Care sponsors organisations and activities whose purpose and aspirations resonate with our own (p8). We choose sponsorships we believe will benefit the communities we serve and are consistent with our Mission and Values. Our sponsorship activities are broad-ranging and include individuals or organisations across community, government, the arts, education and other sectors. Our investment is financial, material or in the contribution of human resources.

In 2012/13, we expended \$372,961 in group sponsorships and support of community causes, including:

Western Australian of the Year (Business and Professions category) – An award celebrating excellence and innovation in advanced knowledge or entrepreneurship that helps to build stronger, more cohesive 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 – Annual scholarships to help support the living costs for fourth year medical students of The University of Notre Dame Australia's Fremantle campus.

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

Volunteers

We are fortunate to have an extensive network of volunteers who generously give their time and effort and form an important part of the St John of God community. Our volunteers help ensure that our patients and their families are as comfortable as possible in our care.

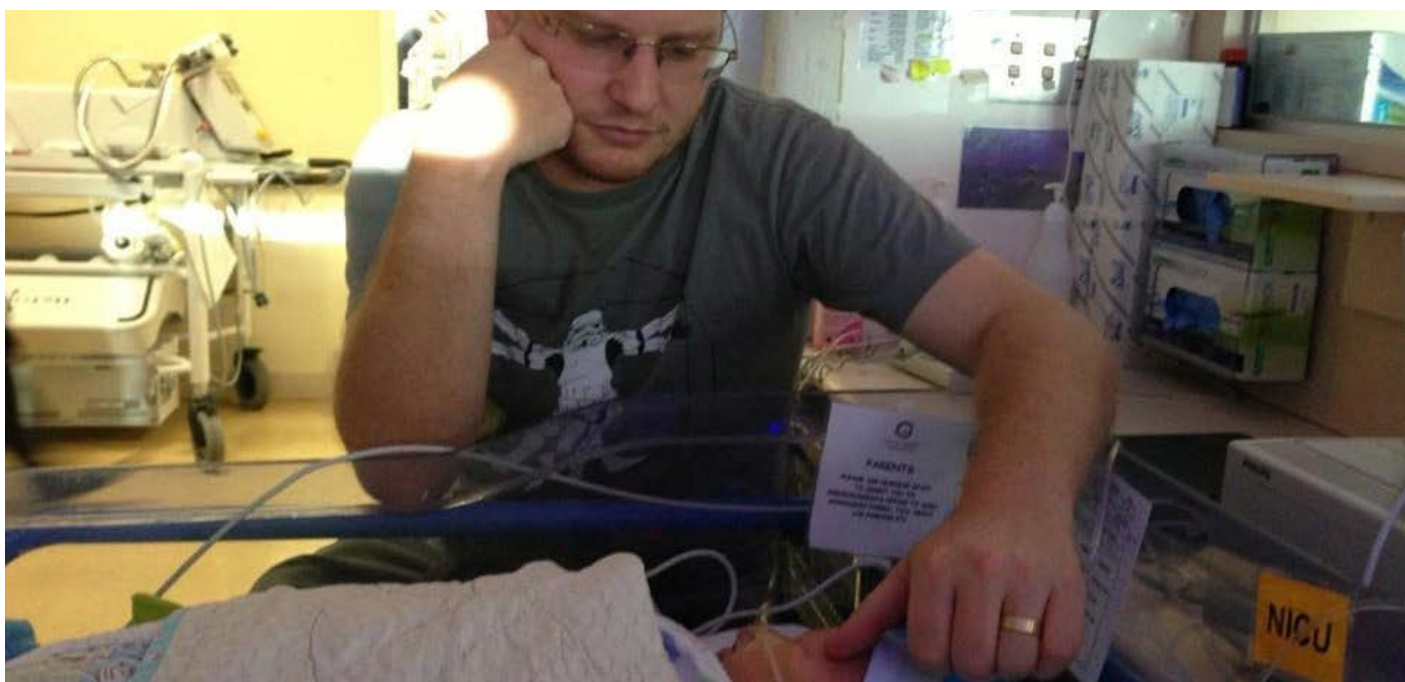
In 2012/13, 1,444 people (1,410 in 2011/12) volunteered in a variety of roles including: meeting and greeting patients, serving in cafes and shops, fundraising, reading and companionship, 'buddies' in our gym and rehabilitation programs, running mobile libraries and kiosks, flower arranging, and general administration.

There were a number of highlights for our volunteers this year: **Ballarat's** Auxiliary celebrated its 60th anniversary this year and donated \$54,000 to the hospital; volunteers at **Berwick** developed a new 'Care-bag' program to make bags and source products for the comfort of oncology patients; at **Geelong** a new position was created to support the concierge role at the hospital entrance, maintaining a hospitable environment while the redevelopment is under way; a **New Zealand** volunteer, Josie Parsons, celebrated more than 40 years' service; **Social Outreach and Advocacy** was supported by more than 100 volunteers who helped renovate the two homes at Horizon House Dianella; **Subiaco's** volunteer program celebrated its 30th anniversary, and its Volunteer Stall fundraising initiatives raised \$15,770 for the Sisters of St John of God's work in Pakistan, Tasmanian Fire Victims, Yappenatim Gianyar and Passages Resource Centre.

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 ministry of outreach services. Today, as part of St John of God Health Care, the Foundation funds and supports a wide range of capital fundraising campaigns and social outreach projects and continues to improve the care of the sick by supporting medical research and infrastructure.

Shaun Clissold and newborn son Tate Danger Clissold in 'Daddy watching over me' – winner of our Social Outreach and Advocacy services' Healthy Men, Healthy Minds photo competition to raise awareness of postnatal depression in fathers.





Warrnambool Hospital Auxiliary members (left to right) Lorraine Steff, Rose Conheady, Jessica Richardson, Ann Johnson and Jane Gorman who knit baby items to raise funds for the hospital.

Donors from across Australia have donated funds for vital projects including the Murdoch Community Hospice, the Bendat Family Comprehensive Cancer Centre, South West Coronary Care and Cancer Centre Campaign Bunbury, Horizon House youth accommodation and support services in Western Australia and Victoria and a wide range of programs helping those most in need.

In 2013, the Foundation was engaged in a feasibility study for St John of God Berwick Hospital, for establishment of a Comprehensive Cancer Centre and is also working with a Research Focus Group for the Bendat Family Comprehensive Cancer Centre.

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.

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 2012/13, we received \$2,929,881 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 Foundation received \$1,058,094 in donations in 2012/13 and raised significant funds for vital research work at the Bendat Family Comprehensive Cancer Centre, as well as capital and outfitting funding for the Horizon House Service in Bunbury, Geraldton, Wanneroo and Wilson.

Fundraising activities such as The Santos Great Bike Ride and the St John of God Foundation Annual Corporate Charity Golf Day raised net proceeds of \$74,594 for Horizon House WA.

The Foundation received a number of donations and grants over \$25,000 in 2012/13 for specific projects, services and campaigns, including:

Horizon House Bunbury, Geraldton, Wanneroo and Wilson: \$236,000.00 from Lotterywest.

Horizon House Dianella: \$100,000 from the Bendat Family Foundation; \$130,000 from Lotterywest.

South West Coronary Care and Cancer Centre Campaign: \$150,000 from The Coal Miners' Welfare Board of WA; \$75,000 from Gary Markey; \$50,000 from the Shire of Dardanup; \$45,000 from Joseph Caruso; \$35,000 from Bunbury Car Dealers; \$25,000 from the City of Busselton; \$25,000 from Collie Community Bank; \$25,000 from Dan Perkins; \$25,000 from BHP Billiton Worsley Alumina; \$25,000 from the McCusker Charitable Foundation; \$25,000 from Vukelic Holdings.

Bendat Family Comprehensive Cancer Centre – Cancer Research: \$100,000 from Donegal Nominees; \$50,000 from the McCusker Charitable Foundation.

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

St John of God Ballarat: \$95,000 from the estate of the late Desmond Roy Oates; \$54,000 from the Ballarat Auxiliary; \$10,000 from the estate of Majella Ahearn.

St John of God Bunbury: Two donations from the Friends of St John of God, one for \$57,658 and one for \$23,000; \$30,000 from Dr Werapitiya for doctor training.

St John of God Geelong: \$100,000 from Mr Frank Herd, \$100,000 from Linmar Properties; \$45,000 from the St John of God Geelong Ladies Auxiliary; \$25,000 from the Geelong Community Foundation; \$25,000 from Mr Allan Myers; \$16,788 from the City of Greater Geelong for the Special Care Nursery; \$16,667 from Mr Frank Costa; \$16,677 from Mr Anthony Costa; \$10,000 from BG and KA Fagg; \$10,000 from HG and RA Fagg.

St John of God Geraldton: \$10,000 from AB Smith for the Hospice.

St John of God Subiaco: \$10,000 from Blasco D'Souza for Colorectal Cancer Research.

St John of God Warrnambool: \$100,000 for theatre equipment from Midfield Group; \$18,925 from the Warrnambool Ladies Auxiliary.





ENVIRONMENT

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St John of God Health Care has set a target of 100% of its vehicle fleet being 4 green star rated or higher by 2015.

Vehicles purchased so far by Group Services Wendouree, Bendigo Hospital, and Pathology use only 4.4 litres of petrol per 100 kilometres and emit 101g of carbon dioxide per kilometre.

Pictured: Caregivers from our Wendouree corporate office, Allister Healy, Glenn Calvert and Dean Farnsworth, with a newly purchased five-star green rated vehicle.

Environment

The Vision of St John of God Health Care is that its caregivers will relate to each other and to planet earth in ways that are mutually transforming.

We are strengthening ourselves as an environmentally-aware community and, with the Mission realised, our organisation will be considered a leader in responding to environmental responsibilities.

Much has been achieved in fulfilling our Mission in the implementation of the Group Environment Sustainability Strategy 2011-2015 this financial year.

The four core focus areas of the strategy are to:

- Foster an environmentally-aware workplace culture.
- Strengthen management in environmental target areas.
- Ensure appropriate resourcing.
- Improve measuring, monitoring and evaluation of environmental performance.

Colour-coded eco bins at our Frankston Rehabilitation Hospital maximise recycling.



Group Environmental Sustainability Strategy 2011-2015

In the second year of the strategy's implementation, significant progress was made with a major focus on the roll out of the Energy Efficient Light Replacement program at seven sites (p83).

This reduced carbon dioxide emissions by an estimated 1,430 tonnes per annum – the equivalent of planting 209,726 trees.

A progress report was conducted on our goal to have all fleet vehicles 4 green star rated, or higher, by 2015. The St John of God Health Care Green Vehicle Guide was updated and published on the intranet.

St John of God Health Care Waste Management Guidelines were developed, and we began gathering waste data to enter into the Energy and Carbon Intelligence System (ECIS) from 1 July 2012.

Earth Hour and Clean Up Australia Day were promoted across our divisions and a quarterly publication, EnviroNews, further encouraged divisions to consider their impact on the environment.

Environmental data monitoring

The Energy and Carbon Intelligence System (ECIS) environmental data management software captured energy and water usage and satisfied our legislative reporting requirements pursuant to the *National Greenhouse and Energy Reporting Act 2007* (NGER Act).

Divisional reports and key performance indicators on energy and water consumption were distributed to divisions each quarter, and new reports were approved and created for the same measures for our Group Management Committee.

Waste data was collected and entered into the ECIS from 1 July 2012. Once a foundation of data has been collected, key performance indicator reports will be developed for waste management.

Compliance

Pursuant to the NGER Act, every company in Australia that has consumed over 200 terajoules of energy and/or emitted over 50 kilotonnes of carbon dioxide-equivalent emissions was required to report their energy consumption to the Greenhouse and Energy Data Officer at the Department of Climate Change and Energy Efficiency by 31 October 2012.

In our third year of reporting, 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 on site.

Key reportable emissions data 2011/12*:

- Energy consumption – 445 terajoules of energy
- Carbon emissions – 65,000 tonnes

**Final emissions data for 2012/13 is not available at time of reporting.*

Water and energy audits

No audits were conducted this reporting year. The Level 2 Energy and Water Audits completed in 2011/12 were distributed to divisional chief executive officers and divisional engineers to create Utilities Management Action Plans to reduce energy and water consumption.

Case study – Energy Efficient Light Replacement

The successful trial of the Energy Efficient Light Replacement Project in June 2012 at St John of God Bendigo Hospital saw 2,661 conventional lights replaced with light-emitting diode (LED) units. This resulted in a 12% drop in electricity consumption. The Group Management Committee then endorsed the continued roll-out of the program to six more locations in 2012/13 at a cost of \$1 million.

The project began in response to the fact that 20% of total energy consumption in a hospital can be attributed to lighting and 80% of St John of God Health Care's carbon dioxide emissions are attributed to electricity.

Light replacements have now also been made at Frankston Hospital, Pinelodge Clinic, Warrnambool Hospital, Berwick Hospital, Burwood Hospital and Group Services office in Wendouree.

A total of 10,467 LED lighting units have been installed, which is estimated to have reduced electricity consumption by 1,172,404 kWh per annum and reduced carbon dioxide emissions by 1,430 tonnes per annum.

Further benefits have been accrued by making the switch to LED. LED lights operate at a lower temperature than conventional lights, so they reduce the thermal load of the building, which reduces the load on the cooling systems in summer time. LED lights are also sealed, as opposed to ventilated, meaning the building space is better insulated which reduces the amount of gas used for heating in winter and electricity used for cooling in summer.

LED lights are also mercury-free and have a much longer life than conventional lights.

All lights that have been replaced have been recycled to prevent them from going to landfill and harming the environment.

New energy-efficient lighting at our Warrnambool hospital



Environmental highlights 2012/13

- SJGHC was a finalist in the Victorian Premier's Sustainability Awards for 2012 in the large business category recognising the group's commitment to reducing its environmental impact.
- Roll out of the Energy Efficient Light Replacement Project to six hospitals and one Group Services site resulted in significant reduction in electricity consumption.
- The introduction of the electronic MyPay system (p69) resulted in a paper saving of over 234,000 payslips and 52,000 leave forms per year.
- Paper consumption was reduced by 93% when the St John of God Health Care Caregiver Satisfaction Survey (p68) was conducted online.
- An environment page was created on our intranet for caregivers to access information, links and public transport information.
- Subiaco Hospital received a Gold Award for water efficiency savings as part of its participation in the Water Corporations Water Efficiency Management Plan Program.
- Subiaco Hospital was also awarded a 2012 TravelSmart Award for the outstanding uptake of its Travel Green Plan that encouraged caregivers to use active and sustainable travel modes to get to and from work (p34).
- The introduction of SITA's Plastic Resource Recovery Program in theatres at Murdoch and Subiaco hospitals to recover, treat and recycle plastics. In its first month of operation at Murdoch Hospital the program collected 225 kg of plastic that will be recycled into plastic products such as wheelie bins.
- Motion sensor lighting was installed as part of the re-development that is ongoing at Geelong Hospital (p41).
- Light sensors were installed at Group Services Wendouree to automatically turn off high bay lighting in the warehouse when natural light levels were reached with skylights.
- Frankston Rehabilitation Hospital introduced the Eco Bin recycling system.
- Bendigo Hospital phased out plastic cutlery and crockery, introduced recycling bins in each department and collected used batteries for recycling.
- Ballarat Hospital introduced new waste handling procedures that resulted in a 22% improvement in clinical waste segregation. All non-contaminated Kimguard sterile wrap used in theatres and CSSD is now recycled and 200 kg is being saved from landfill each week.
- In New Zealand, St John of God Wellington increased its recycling efforts by 10% and at the Halswell facility in Christchurch they reduced electricity consumption by 16.7% and collect their own compost supply.
- In a move towards making their vehicle fleet more environmentally friendly and reducing its carbon footprint, St John of God Pathology purchased three 5 green star rated vehicles in Western Australia and five in Victoria. The 5 green star rated cars use as little as 3.9 litres of petrol per 100 km and emits around 90 grams of carbon dioxide per km.
- Social Outreach and Advocacy organised the recycling of coffee trays for the Red Cross Soup Run, contributing to reduced waste and increased resources for the community.
- Warrnambool Hospital upgraded its airconditioning system and saved 20% in electricity consumption.

Year ahead

In 2013/14 SJGHC will continue to action the Group Environmental Sustainability Strategy, including the following:

- Identify and develop waste key performance indicators.
- Establish a St John of God Health Care health sector environmental sustainability benchmarking group.
- Develop a discussion paper that recommends appropriate funding levels for new building projects specific to environmental initiatives.

Case study – Travelling green at Subiaco

St John of God Subiaco Hospital was recognised for the success of its Travel Green Plan as the recipient of the 2012 TravelSmart Award bestowed by the Western Australian Department of Transport and the Department of Environment (p34).

The hospital's Travel Green Plan encourages staff to use active and sustainable travel modes to get to work. The benefits extend to the wellness of the hospital's caregivers and ultimately to the environment.

Leaving their car at home to take more active and sustainable means of getting to work, 335 caregivers signed up for the travel green allowance of five dollars per day. Of those, 120 have forgone parking privileges.

New bike lock-up facilities located at the entrance to the hospital and the provision of improved lockers, towels and toiletries have made it easier for caregivers to walk, run or cycle to work.

The number of caregivers cycling and taking public transport to and from the Hospital has more than doubled since the Travel Green Plan was introduced.

The Travel Green Plan includes a range of other actions to assist caregivers and visitors to change the way they travel, such as TravelSmart Kiosks, a TravelSmart advisory service, a car-pool register and discounts at the local bike store.

Travelling green has developed such momentum with caregivers that it is now considered just a part of how they do things at St John of God Subiaco Hospital.

Marcel Willimann is one of 335 caregivers at our Subiaco hospital using green modes of travel to work.





GOVERNANCE

In this section

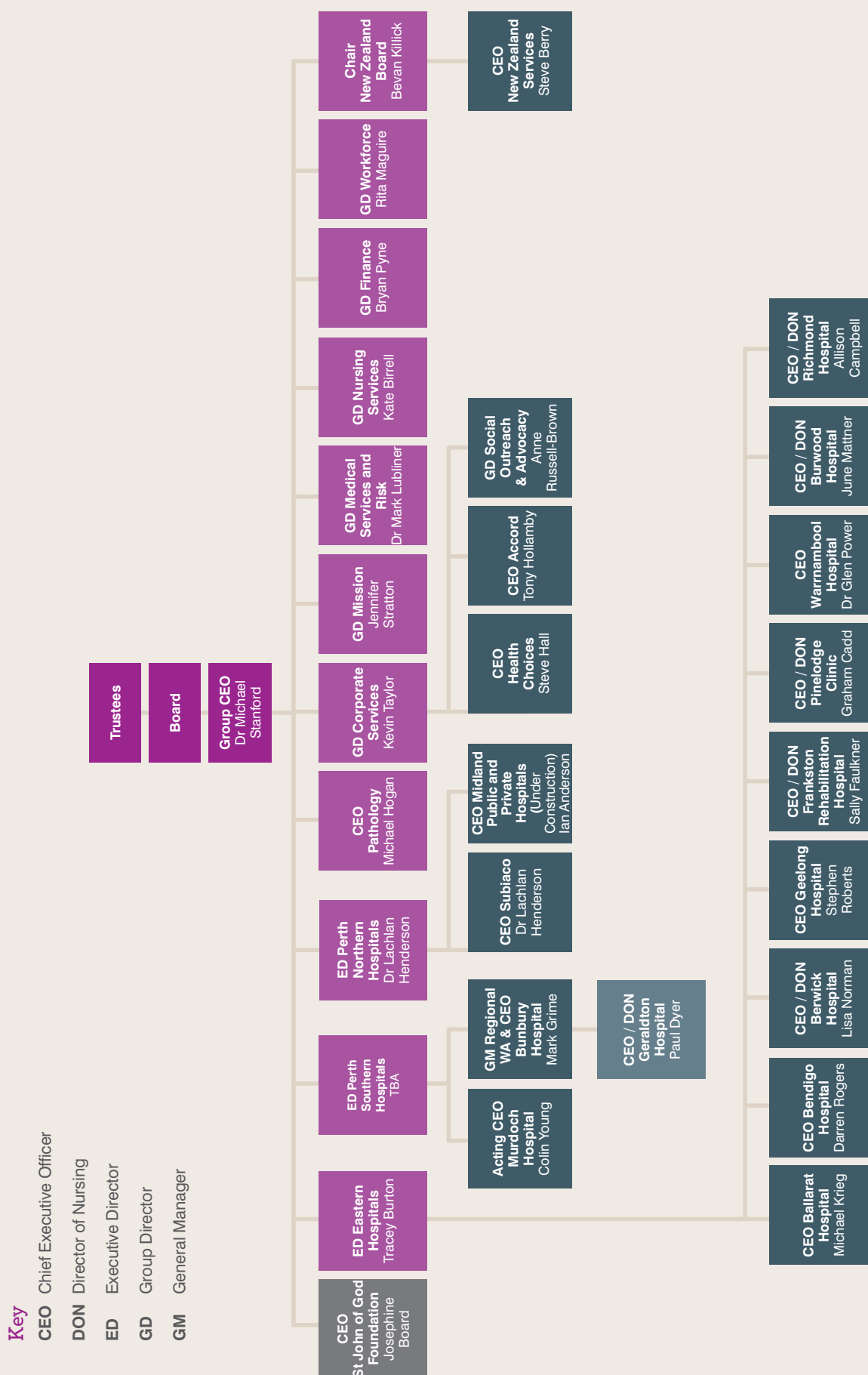
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Leaders at St John of God Health Care are commissioned in a symbolic ceremony which signifies a 'sending forth' and a unity of spirit. It publicly recognises their significant responsibility and commitment.

Pictured: Executive Director Eastern Hospitals, Tracey Burton, is commissioned into the organisation by Sister of St John of God, Sister Rosarii Carroll and Director of Mission Patricia Boom.



Organisational Structure



Governance

Structure

St John of God Health Care Inc. is an incorporated association the members of which are the directors of St John of God Australia Ltd, a civil and canon law entity established in 2004 to sponsor the ministry that was previously sponsored 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 the group operates 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 (p92) are appointed by the members of St John of God Australia Ltd and have canonical 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 meet 11 times a year.

Board

The Board (p94) 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 2012, a Board Retreat in November 2012 and Formation Workshops in July 2012 and April 2013.

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 (p96) comprising senior executives who provide assistance and advice on operational matters. The committee meets 11 times a year.

Company Secretary

Larissa Johnstone was appointed to the position of Secretary of St John of God Health Care Inc. in July 2012.

Governance

Governance is the system by which St John of God Health Care is directed and managed. It is the framework within which the health care group works to realise its Vision and fulfil its Mission (p8). Governance influences how objectives are set and achieved, how to monitor and assess risk and how performance is optimised.

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

Good principles of governance

St John of God Health Care applies principles of good corporate governance and associated good practice recommendations based on those promulgated by, among others, the Corporate Governance Council of the Australian Stock Exchange. The application of these 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 the St John of God Health Care Inc. constitution. In addition, the Governance Authority Matrix addresses matters reserved for the Trustees, the Board and the Group Chief Executive Officer, while a Management Authority Matrix identifies matters for which the Group Chief Executive Officer, senior executives and the 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 that assesses behaviour against a Leadership Profile, with feedback forming part of annual performance review and development conversations.

During 2012 the Trustees also developed a Formation Policy to clarify formation expectations in relation to Trustee, Board members and senior managers.

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 it is comprised of individuals with an appropriate skill mix.

In a triennial 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.

In addition to ad hoc committees established from time to time for specific projects, the Board has the following standing committees: Audit and Risk, Finance, Investment, Formation and Remuneration (p91). An example of an ad hoc committee established for a specific project was the Midland Board Steering Committee, which was established to oversee management's preparation of the bid to build and operate the Midland Public and Private Hospitals (p28). This committee will be reactivated in January 2015 to oversee management's preparation for the commissioning and operation of the St John of God Midland Public and Private Hospitals.

The Board has adopted an annual Board timetable that schedules regular presentations from senior managers, focused on key operational, strategic or Mission-related issues.

Promoting ethical and responsible decision making

St John of God Health Care's cornerstone document, Our Vision 2010-2014, guides all matters relating to governance, leadership, structures and performance. It states that these must be under constant review to remain faithful to its purpose and that actions are guided by the Vision, Mission and Values. Our Vision 2010-2014 describes how the Mission will be implemented, and is the basis of the Mission Discernment Framework informing all Board recommendations.

Substantial work has been completed during 2012 by management and the Formation Committee (p91) providing detailed feedback to the Trustees on the new Our Vision document for the period 2015-2019. It is anticipated that Our Vision 2015-2019 will be finalised in November 2012 and will enable the development of a new five-year strategic plan.

Strong formal policies also set out the required standards of conduct for directors and key executives and protection for whistleblowers.

Proposals put before the Board are required to use the Mission Discernment Framework to address the Mission-related implications of the proposal. The Formation Committee reviews these submissions to ensure that Mission is appropriately considered. The Board also focuses on the Mission-related implications of any proposal, and conducts a self-assessment at the end of every Board meeting to evaluate whether Mission considerations were given appropriate attention during the meeting.

Safeguarding integrity in financial reporting

The Audit and Risk Committee has a key role in safeguarding the integrity of 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 (p91).

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 the key risks faced by the organisation. Further comment on internal audit is provided in the section below on recognising and managing risk.

During 2012, St John of God Health Care adopted a Prudential Financial Framework to assist in good stewardship of financial resources.

Recognising and managing risk

In April 2013, St John of God Health Care adopted a new Enterprise Risk Management (ERM) Framework, to ensure that key strategic, operational, financial, and compliance risks are identified, assessed and controlled on an ongoing basis (p52).

The ERM program commenced with the development of an Organisational Risk Profile, which describes key risk factors through a 'risk wheel' of eight identified risk categories, key controls, strategies and risk owners. The ERM framework is being implemented progressively at divisions and all group directorates. An Organisational Risk Profile report is provided to the Board every six months, with the next report due in October 2013.

Ongoing assessment of the adequacy and effectiveness of risk management systems is also 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 annual internal audit planning processes, ensuring targeted and effective reviews. Management responses to risk issues, and action plans to rectify identified or potential risks, are monitored to ensure effective and appropriate implementation. In addition, internal audits are conducted in relation to specific areas of risk. During 2012, St John of God Health Care engaged KPMG to conduct a series of project specific risk reviews in relation to the construction and commissioning of St John of God Midland Public and Private Hospitals.

Management also sign an annual representation letter providing the Board with assurance that its operations, including 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 senior managers is appropriate and that its relationship to performance is clear.

Remuneration for non-executive directors is set by the Trustees and is therefore 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.

Priorities for 2013/14

In addition to the completion of the Trustees' review of the Our Vision document and the roll-out of the ERM framework to divisions and group directorates, during 2013 St John of God Health Care will undertake a number of specific governance initiatives. These include the commencement of planning for St John of God Health Care Strategic Plan 2015-2019 using a scenario-based planning approach, and the completion of the St John of God Health Care Clinical Governance Framework.

Board meetings and committees

Board meetings

Chaired by Tony Howarth, 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 was engaged as the external auditor and the Internal Audit function was complemented by the engagement of KPMG and PricewaterhouseCoopers.

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, as well as considering and making 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 the 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 St John of God Health Care as a ministry of the Catholic Church and also works to raise awareness of the lived expression of the Vision in the delivery of services.

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	11			12	7			4	3	3	2
Mark Bahen	11	11	5	5			4	4			3	3
Dr Tony Baker	11	9	5	3			4	4				
Jay Bonnington	11	10	5	5								
Rosanna Capolingua	11	10			12	10			4	4		
Sr Linda Ferrington	11	10					2	2				
Dalton Gooding	11	11			12	11			4	3	3	3
Jack de Groot	11	11					2	2				
Peter Prendiville	11	10			12	10			4	4		
Kerry Sanderson	11	10	5	5								
Dr Michael Stanford	11	11			12	12	4	3	4	3	3	3



Left to right: Sr Isobel Moran, Mr Clive Macknay, Mrs Therese Temby, Mr Don Good, Ms Eva Skira, Rev Dr Joseph Parkinson.

Trustees' Biographies

Mr Clive Macknay - BCom, CA, CPA – *Appointed Chairman February 2011, Trustee since April 2009. After January 1, 2014 Clive will step down as Chair and continue as a Trustee.*

- 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.

Ms Eva Skira – BA, MBA, FAICD, FAIM, SNR FFSIA – *Appointed Deputy Chair on January 1, 2013. Trustee since February 2012. From January 1, 2014 will become the Chair of Trustees.*

- Career in commerce and financial markets, gaining an MBA from the renowned IMD International in Switzerland.
- Executive positions at Commonwealth Bank and Barclays de Zoete Wedd, followed by consulting in business, project management and strategic advice.
- 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 from 1999 and Deputy Chairperson from 2008, until appointed as a Trustee.
- Currently Deputy Chancellor Murdoch University, Chairman Water Corporation, Director Macmahon and RCR Tomlinson Ltd.

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.



Sr Isobel Moran - SJG, BSc(Hons), MB, BCh, BAO, FRACP
– Appointed September 1996 – Resigned with effect from June 30, 2013

- 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.

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 in 1977 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.
- Financial Consultant to the Sisters of St John of God.

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: CHA Stewardship Board, Department of Health WA Reproductive Technology Council, Clinical Ethics Consultancy of the Women and Children's Health Services WA, Honorary Fellow ACU and St John of God Health Care ethics committee.

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.
- Former appointments include Director of Catholic Education WA for 10 years and Chair of the Curriculum Council of WA.
- Term as Chair of the National Catholic Education Commission concluded June 30, 2013.



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

Chairman

Mr Tony Howarth - AO, CitWA, Hon LLD WAust, SF Fin, FAICD – Chair since January 2004, appointed in 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 of International Chamber of Commerce of Australia, 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 - Deputy Chair since February 2012, appointed January 2008,

- Former 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 for 10 years.
- Chairman of Consolidated Pastoral Pty Ltd.

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.
- Four Masters' degrees; 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, resigned with effect from June 30, 2013.

- 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 Internationals.

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 Rottnest.
- Chairman of Tourism WA.
- A Trustee, Director and Deputy Chancellor of The University of Notre Dame and has 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.
- Chairman of Gold Corporation and the State Emergency Management Committee and Co-Chair of the First Murdoch Commission.
- Participates in a number of charitable and community activities including Board Member of Senses Australia and the Paraplegic Benefit Fund, and an Adjunct Professor 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 July 2003

- 30 years' experience in public and private healthcare management, the majority in Chief Executive Officer 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: Pro Chancellor of Curtin University of Technology, Board member of the Royal Automobile Club of WA Holdings Pty Ltd and St Ives Group Pty Ltd.
- Councillor, WA Chapter of Creative Partnerships Australia.
- 2010 WA Citizen of the Year, category of Industry and Commerce.



Left to right: Mr Colin Young, Mr Darren Rogers, Mr Michael Krieg, Ms Jennifer Stratton, Mrs Tracey Burton, Ms Rita Maguire, Dr Michael Stanford, Adjunct Prof Kate Birrell, Dr Lachlan Henderson, Dr Mark Lubliner, Mr Stephen Roberts, Mr Michael Hogan, Mr Bryan Pyne. Absent: Mr Mark Grime, Mr Kevin Taylor.

Group Management Committee Biographies

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

Group Chief Executive Officer – Appointed February 2002

- 30 years' experience in public and private healthcare management, the majority in Chief Executive Officer 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: Pro Chancellor of Curtin University of Technology, Board member of the Royal Automobile Club of WA Holdings Pty Ltd and St Ives Group Pty Ltd.
- Councillor, WA Chapter of Creative Partnerships Australia.
- 2010 WA Citizen of the Year, category of Industry and Commerce.

Adjunct 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.
- Chairperson 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 of the Victorian Nursing and Midwifery Ministerial Council.
- Member of Deakin University's Geelong Community Leaders Group.

Mrs Tracey Burton – BHA, MBA, GAICD

Executive Director Eastern Hospitals – Appointed October 2010

- Over 25 years' experience in the Australian health sector including leadership roles in public and private hospitals and within the Catholic healthcare sector.
- Previous roles include: St George Private Hospital, Ramsay

Health Care; General Manager Corporate Services St Vincents & Mater Health Sydney; Executive Director Mater Private Hospital, South Brisbane; and Project Manager and General Manager, Hawkesbury District Health Service.

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

General Manager Regional Western Australia – Appointed 2006: Chief Executive Officer St John of God Bunbury Hospital Appointed 2000

- 25 years senior health executive experience in regional Australia.
- Overall responsibility for managing the group's regional health services in WA, including St John of God Hospital Geraldton and St John of God Busselton Dialysis Unit.
- Director of Rural Health West and Director and Chair, Finance and Audit Committee at WA South West Medicare Local; past Directorships include Deputy Chair, South West Consultative Committee.

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

Executive Director Perth Northern Hospitals including Chief Executive Officer, St John of God Subiaco Hospital – Appointed June 2013.

- 25 years' broad experience in health services as a general practitioner and in clinical and managerial roles at St John of God Health Care and the Mount Hospital, Perth.
- Member Notre Dame University Medical School Advisory Board
- Member of the President's Medical Liaison Council of MDA National.
- Fellow of Leadership WA.
- Board member Swan Care Group (Aged Care).
- Acting Chief Executive Officer St John of God Pathology, November 2011 to June 2013.

Mr Michael Hogan - B Com, PGDip (HSM), CA, MAICD, Grad Cert LCC

Chief Executive Officer, St John of God Pathology – Appointed June 2013

- Outstanding knowledge of the health industry and regional Victoria, with strong commercial and leadership skills.

- Previously General Manager St John of God Pathology, Victoria and Chief Executive Officer St John of God Bendigo Hospital
- Chartered Accountant

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

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

- Experienced hospital professional with over 25 years' experience, the last 12 years as a Chief Executive Officer of both public and private hospitals.
- Rural and metropolitan hospital experience in NSW, VIC, WA and the UK.
- Former Chief Executive Officer of Calvary Health Care Tasmania.
- Board member of Committee for Ballarat.

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

Group Director Medical Services and Risk – Appointed July 2012

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

Ms Rita Maguire - GAICD

Group Director Workforce – Appointed November 2012

- 20 years' experience in human resources management in the private and public sectors of the health care industry including Ramsay Health Care and independent consultancy.
- Significant achievements as a senior executive including Australian Employer of the Year Award 2009 and Community and Health Services Industry Award 2009.
- Member of Community Services and Health Industry Skills Council.

Mr Bryan Pyne – BBus, FCA

Group Director Finance – Appointed October 2007

- 19 years' experience in finance including 13 years with St John of God Health Care in a Group Services role, and as Director, Corporate and Financial Services at St John of God Subiaco Hospital
- Prior to his current role he was a Chief Financial Officer in the aged care sector
- Fellow of the Institute of Chartered Accountants.
- Recipient of the 2010 40 under 40 Award (WA).
- Board member of the St John of God Hauora Trust, New Zealand.

Mr Stephen Roberts – BBus, BHA, MBA

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

- Over 25 years' experience in public and private healthcare management, the majority in CEO roles.

- Long-standing involvement in healthcare industry associations including Past Chairman of the Church and Charitable Private Hospitals Association.
- During 2009 led the Project Advantage team, identifying operational efficiencies group-wide.
- Board member Committee for Geelong.

Mr Darren Rogers - MSc Cardiology, RN

Chief Executive Officer, St John of God Bendigo Hospital – Appointed September 2012

- Extensive experience in healthcare management, previously Chief Executive Officer of Mitcham Private Hospital, Melbourne.
- Held General Manager and Director of Clinical Services roles in for-profit private hospitals in Darwin, Sydney and Melbourne.
- Trained and worked in London as a Registered Nurse.

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 organisational 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 CLC

Group Director Corporate Services – Appointed April 2008

- Management experience within the health care industry spanning over 20 years.
- 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 health care in Timor that 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.

Mr Colin Young - B Com, MACct, CPA, GAICD

Acting Chief Executive Officer, St John of God Murdoch Hospital – Appointed March 2013

- Over 10 years' experience in private health care in Victoria and Western Australia both in the for-profit and not-for-profit sectors.
- Director of Finance and Support Services at St John of God Murdoch Hospital.
- Previously Business Manager at the Mount Hospital.
- Over 20 years' experience in corporate finance/accounting roles.
- Board Member Perth Central and East Metro Medicare Local.

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.

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.

Comprehensive Cancer Centre

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

Coronary care unit (CCU)

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

Critical/intensive care unit (CCU/ICU)

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

CSSD

Central Sterile Supply Department - a hospital department that sterilises medical equipment.

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.

Episode/occasion of service

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

Group

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

Holistic care

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

Hospital in the Home (HITH)

The provision of health care 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.

MURTEC

Murdoch Training and Education Centre, a state-of-the-art clinical training and education centre at our Murdoch hospital.

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 patient

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 the patient 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 that signal disease.

Perinatal mental health

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

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 patient

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

Separation/discharge

The completion of an episode of care.

Service Ethos

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

Social justice

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

Social Outreach and Advocacy services

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

Sisters of St John of God

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

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.

Telehealth

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

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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Contact us

1 HEAD OFFICE

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Fax (08) 9213 3668 *
Email info@sjog.org.au
www.sjog.org.au

NATIONAL

St John of God Foundation

68 Coghlan Road, Subiaco, WA 6008
PO Box 8032, Subiaco East, WA 6008
Tel (08) 9382 4292
Fax (08) 9382 8030 *
Email veronica.cavlovic@sjog.org.au

St John of God Health Choices

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Level 2, 68-70 Dorcas Street
PO Box 986, South Melbourne, VIC 3205
Tel 1300 475 442
Fax 1300 460 436 *
Email info.healthchoices@sjog.org.au

Group Services

Melbourne Office

Ground floor, 111 Coventry Street
South Melbourne, VIC 3205
Tel (03) 9205 6500
Fax (03) 9690 0633 *
Email info@sjog.org.au

Osborne Park Office

454 Scarborough Beach Road
Osborne Park, WA 6017
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

PO Box 1254
Midland WA 6936
Tel 1800 735 719
Fax (08) 9274 8089
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

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 dawn@sjog.org.au

Group Services

454 Scarborough Beach Road
Osborne Park, WA 6017
PO Box 1845, Osborne Park, WA 6916
Tel (08) 6103 5654
Fax (08) 9443 3456 *
Email info.soa@sjog.org.au

Raphael Centre Murdoch

62 Pakenham Street
Fremantle WA 6160
Tel (08) 6226 9455
Email raphael.murdoch@sjog.org.au

Raphael Centre Subiaco

Ground floor, 177-179 Cambridge Street,
Subiaco, WA 6008
PO Box 14, Subiaco, WA 6904
Tel (08) 9382 6828
Fax (08) 9382 6823
Free Call 1300 306 828
Email raphael.subiaco@sjog.org.au

St John of God Murdoch Ferns House

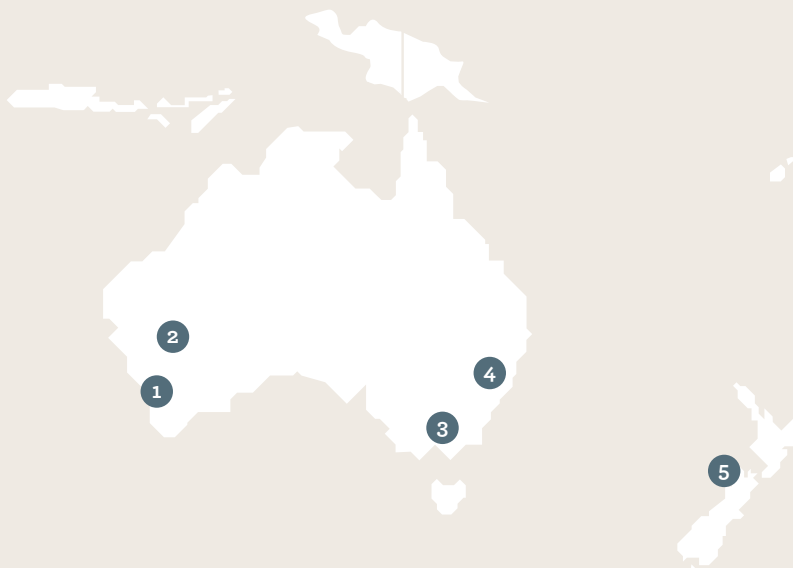
62 Pakenham Street,
Fremantle, WA 6160
Tel (08) 6226 9444
Fax (08) 9282 5015

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

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
255–265 Cranbourne Road
Frankston, VIC 3199
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St John of God Geelong Hospital
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Fax (03) 5221 8807
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St John of God Pinelodge Clinic
1480 Heatherton Road
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Fax (03) 8793 9440
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St John of God Warrnambool Hospital
136 Botanic Road, Warrnambool, VIC 3280
PO Box 316, Warrnambool, VIC 3280
Tel (03) 5564 0600
Fax (03) 5564 0699
Email info.warrnambool@sjog.org.au

Pathology

St John of God Pathology
235 Ryrie Street, Geelong, VIC 3220
PO Box 1088, Geelong VIC 3220
Tel 1800 676 823
Fax (03) 5222 5691
Email info.pathvic@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 AccordCEO@sjog.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
Tel (03) 5320 2260
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Email pomegranatehouse.ballarat@sjog.org.au

Raphael House Ballarat
103 Drummond Street North
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Tel (03) 5320 2016
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Raphael Centre Berwick
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Raphael Centre Bendigo
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Raphael Centre Geelong
11 Fenwick Street, Geelong, VIC 3220
Tel (03) 5221 7333
Fax (03) 5221 9766
Email raphael.geelong@sjog.org.au

Raphael Centre South West Victoria St John of God Warrnambool Hospital
136 Botanic Road,
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Tel (03) 5564 0636
Fax (03) 5563 4522
Email Raphael.southwestvic@sjog.org.au

4 NEW SOUTH WALES

Hospitals

St John of God Burwood Hospital
13 Grantham Street
Burwood, NSW 2134
PO Box 261, Burwood, NSW 1805
Tel (02) 9715 9200
Fax (02) 9747 5223
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
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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
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5 NEW ZEALAND

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



Admission Centre



HEAD OFFICE

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Established 1950

2011/12 Annual Report – Silver Award

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



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St John of God Health Care Inc Annual Report 2012/13

Published October 2013, Melbourne, Victoria
St John of God Health Care Inc
ABN 21 930 207 958 ARBN 051 960 911
(Limited Liability) Incorporated in Western Australia

grindstone

Design / Grindstone Creative

Photography / Western Australia, Tony Hewitt; Victoria, Steven Pam;
New South Wales, Peter Tabor; New Zealand, David Baird

Print / Zoet Print



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