



AT THE FOREFRONT OF
**EXCEPTIONAL
CARE**



Treated **289,147**
overnight and same day
patients, and delivered
10,543 babies



Home nursing services
in Victoria and Western
Australia delivered
115,477
episodes of care



Employed
11,415
caregivers



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



Revenue of
\$1.3 billion

14 hospitals
comprising
2,496 beds
located in Western Australia,
Victoria and New South Wales



Australia's
fourth largest
pathology
operator




Committed
\$66.6 million
including partnership funding to Social Justice
initiatives reaching out to people experiencing
disadvantage



Australia's
largest Catholic not-for-profit
hospital group

Australia's
third largest
private hospital
operator




Delivered
2,139,263
pathology episodes in Western
Australia and Victoria



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A MESSAGE FROM THE CHAIRMAN OF TRUSTEES



It is sometimes remarked that the Catholic Church is the oldest and largest health care provider in the world.

At St John of God Health Care we are mindful at all times of the great legacy and responsibility we have as a Catholic organisation to minister to the health care needs of all those who enter our doors.

Compassionate care has always been and continues to be the hallmark of our model of distinctive and exceptional care.

High quality is another distinguishing feature and St John of God Health Care strives to be at the vanguard of new technology and research so the communities we serve can be confident they are receiving the highest possible quality of care.

We are continuing to grow our services in communities where we already operate, through redevelopments, to meet changing needs and we are also expanding into new communities. We are shortly to open the newly constructed St John of God Midland Public Hospital in partnership with the Western Australian Government, offering more health care options to people in that area and our own work in public health.

We are also extending our capabilities to provide community support, part of our social justice agenda, in social outreach, disability services and mental health.

While continuing to expand and grow in response to community needs we are also maintaining our focus on having the right internal culture and the right framework in place to ensure we remain a Catholic ministry.

In 2014/15, in response to the significant growth and development of the organisation, we commenced a comprehensive review of our Mission Management Model, last reviewed in 1999. The review will look at the structures, processes, resources and people that support the ongoing development and integration of Mission within the organisation to ensure we have a model to meet our future needs and remain at the forefront of exceptional care.

Change of Trustees

I was delighted to welcome new Trustees Frank Cooper AO and Sr Anne Derwin in 2014/15 who have taken over from long-standing Trustees Clive Macknay and Don Good.

Frank is a highly respected member of the Perth business community. In 2014 he was awarded an Officer of the Order of Australia (AO) and in 2015 he was awarded a Western Australian of the Year Award in the Professions category for his many years of service to the community.

Sr Anne has outstanding credentials in Catholic leadership and formation as a former Congregational Leader of the Sisters of St Joseph of the Sacred Heart and former Board member of St John of God Health Care.

I express our profound gratitude to outgoing Trustees Don and Clive who have so positively influenced the growth and success of St John of God Health Care through their vision and leadership.

Don has been an astute and wise leader over nearly four decades and has been instrumental in facilitating numerous transformative milestones in our history. His appointment as the first lay Trustee and subsequently as Chairman of Trustees demonstrates the trust and high esteem in which he is held throughout the ministry. In 2014 Don was bestowed with the Benemerenti Medal by his Holiness Pope Francis for his long and faithful service to health care, the Church and society.

Clive's involvement with the ministry commenced in 1976 and he went on to hold key governance positions. He embraced these leadership roles with passion and his skillful discernment has been invaluable. His contribution to this ministry is immeasurable.

Finally, I acknowledge the support of our Members and Members' Representatives.

I invite you to enjoy St John of God Health Care's Annual Report.

Eva Skira
Chairman of Trustees

YEAR IN REVIEW

Hospital services

Increased hospital overnight separations by 12.5% and day separations by 11.2% compared to 2013/14. Procedures increased by almost 15% and emergency presentations increased by 20.6% thanks to the first full operational year of the St John of God Geelong Hospital Emergency Department.

Births increased by 10% and for the first time St John of God Health Care delivered more than 10,500 babies in a year (p23-24).

New hospitals

Completed construction of St John of God Midland Public and Private Hospitals with handover in June 2015. Commissioning is now under way and the hospitals are due to open on schedule in November 2015 (p36-37).

Pathology

Opened six new collection centres across Victoria and Western Australia; upgraded regional biochemistry platforms and introduced a molecular microbiology testing platform at the core laboratory in Victoria (p55).

Pathology episodes year on year increased by 2% in a competitive market (p25).

Home nursing

Undertook 115,477 episodes of care and commenced Hospital in the Home services from St John of God Geelong Hospital (p56).

Press Ganey satisfaction surveys

St John of God Frankston Rehabilitation and Geelong Hospitals ranked by inpatients as 'best in class' (99th percentile) of private hospitals surveyed by Press Ganey in Australia and St John of God Ballarat and Subiaco Hospitals ranked at the 90th percentile.

St John of God Murdoch Hospital Emergency Department achieved 'best in class' (99th percentile).

St John of God Geelong Hospital also ranked by day patients as 'best in class' (99th percentile) for the sixth year in a row.

Stronger doctor engagement than not-for-profit sector average with 40% of St John of God Health Care doctors self-rated as 'dedicated partners.'

St John of God Bendigo and Subiaco Hospitals ranked 'best in class' (99th percentile) for doctor satisfaction compared to private peers (p60).

Training and education

Partnered with 26 universities and 30 Registered Training Organisations to provide undergraduate clinical placement opportunities for nursing, medical and allied health students from all over Australia (p72).

Nursing and midwifery education

Developed St John of God Health Care's first state-wide graduate nurse program in Western Australia, known as the Pathways to Practice Program, providing opportunities for graduates to rotate to different divisions and across specialties (p73).

Medical education

Appointed 50 registrars in a range of specialties and continued GP-WISE, a hospital-based arm of the Prevocational General Practice Placement Program in collaboration with the Western Australian General Practice Education and Training.

Formation

Many Faces – One Story caregiver formation program developed with more than 1,000 participants since launch (p76).

Information technology

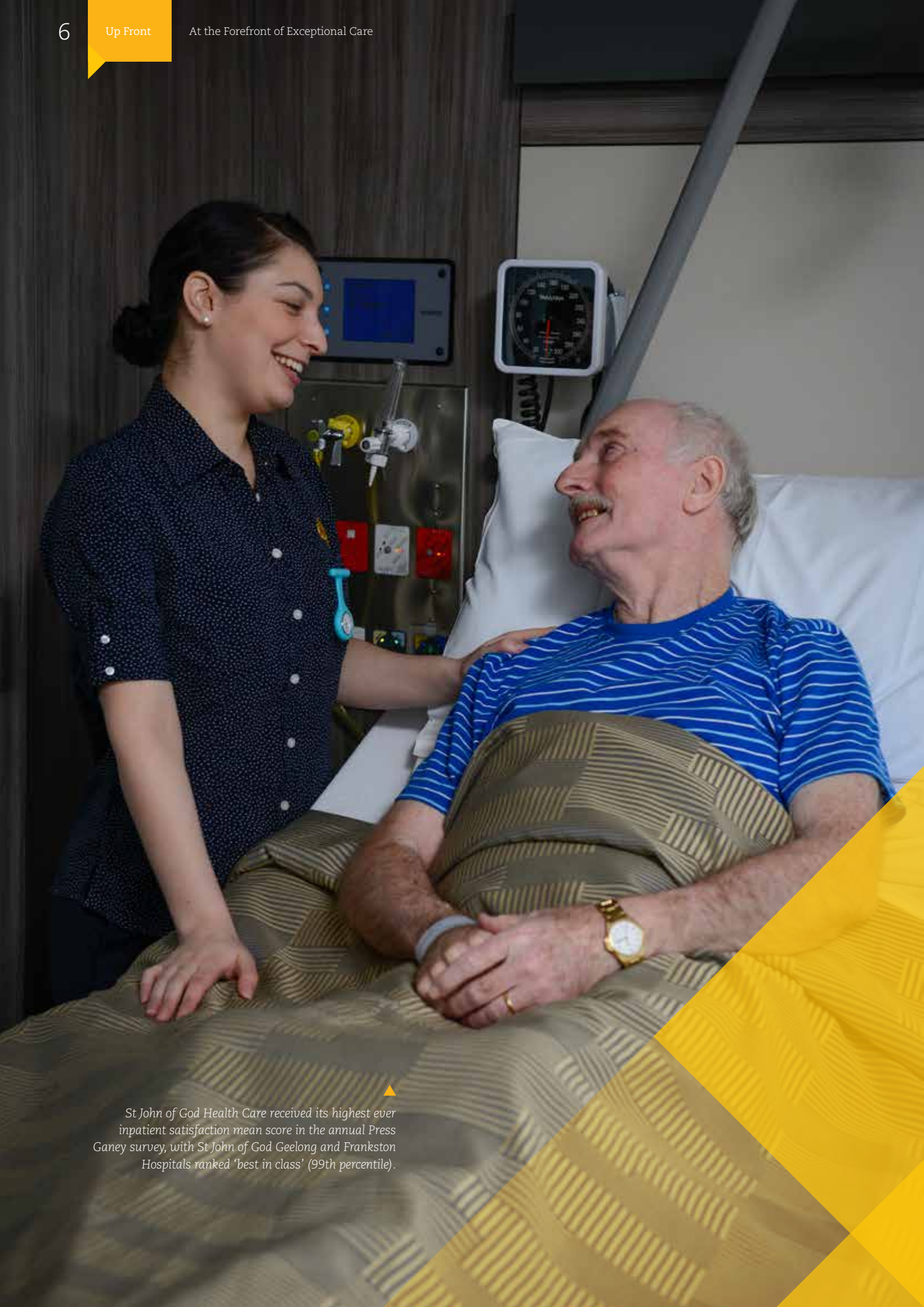
Completed major consultation establishing clinical and other information requirements for St John of God Health Care to achieve strategic priority one to be a 'recognised leader in the Australian health sector for the provision of high quality health care' by 2019 (p62). Completed requirements gathering, scoping and technical design for new intranet and website.

Research

Research activity continued to increase with 120 new research proposals submitted in 2014/15, an increase of 36% (p67).

Financial performance

Achieved revenue of \$1.3 billion in 2014/15, an increase of 12.5% on 2013/14 (p23).



▲
St John of God Health Care received its highest ever inpatient satisfaction mean score in the annual Press Ganey survey, with St John of God Geelong and Frankston Hospitals ranked 'best in class' (99th percentile).

Developments and expansions

Completed \$410 million St John of God Midland Private and Public Hospitals on time and on budget.

Completed \$8 million expansion at St John of God Accord (Greensborough); new \$9 million St John of God Wembley Day Surgery at St John of God Subiaco Hospital; and the \$8 million earthquake recovery works and a second disability home at Selwyn at St John of God Hauora Trust in New Zealand.

Completed stage one of St John of God Murdoch Hospital's \$236 million development and commenced stage two which is due for completion in 2018. Progressed \$41 million redevelopment of St John of God Bendigo Hospital with completion due in 2016.

Commenced new \$20 million project at St John of God Geelong Hospital for expanded and upgraded cardiac and intensive care services, commenced \$17 million redevelopment at St John of God Mt Lawley Hospital and agreed terms with Generation Healthcare REIT on \$120 million development for the new St John of God Berwick Hospital (p28-29).

Workforce

Increased number of caregivers by more than 5% from 10,850 in 2013/14 to 11,415 in 2014/15 (p78).

Occupational health, safety and wellness

Lost time injury frequency rate of 7.97, a deterioration from prior year and subject to increased focus in 2015/16. Caregiver wellness program Live Well, Work Well awarded 2014 Worksafe Victoria Award for Commitment to Workplace Health and Wellbeing (p82).

Nursing and midwifery

Continued to embed the Nursing and Midwifery Foundations of Excellence across all our hospital divisions. The Foundations were showcased internationally by The Advisory Board Company – a global research, consulting and technology firm helping hospital and health system leaders improve the quality and efficiency of patient care. Press Ganey Caregiver Satisfaction Survey results increased with 74% of nursing units showing improved engagement (p63).

Governance and stewardship

Group Director Governance appointed with responsibility for internal audit, risk and compliance. Transformation program framework established and two significant change programs focused on creating holistic value commenced. Development of a capital development framework is being finalised, five-year financial targets developed and new property funding models developed (p27).

Clinical risk management and quality

Electronic incident report system simplified and enhanced. Root cause analysis training and support materials developed and provided to caregivers. Implementation of a dedicated infection prevention and control software surveillance system commenced. Review of open disclosure process undertaken and educational program established to strengthen patient and family communication. National quality benchmarks reported by the National Hospital Performance Authority on the MyHospitals website exceeded (p62-63).

Accreditation

St John of God Ballarat, Frankston, Geraldton, Subiaco and Warrnambool Hospitals underwent accreditation against the Australian Council on Healthcare Standards National Safety and Quality Health Service and EQUIP National Standards, successfully meeting all required actions with the hospitals achieving an average of 19 'Met with Merit' ratings. This demonstrates exceptional performance beyond the required actions of the National Safety and Quality Health Service Standards.

St John of God Health Choices successful in Australian Council of Healthcare Standards, EQUIP5 Periodic Review (p60-61).

Environment

Reduced carbon emissions by more than 2.5% year on year from the previous year (p96).

Social Justice and Advocacy

Established a group social advocacy framework with main focus on Disability Access and Inclusion (employing people with disabilities) and Reconciliation (building better relationships with Aboriginal and Torres Strait Islander peoples) (p88).

Heritage

Established a group heritage action plan (p26).

Arts and health

Art curator appointed to develop and manage St John of God Health Care art collection. Arts and health framework formalised (p91).

Awards

Long-standing caregiver and recently retired Group Director Nursing, Kate Birrell, awarded a Medal of the Order of Australia (OAM) for services to nursing, particularly to professional education and the community. St John of God Health Care Trustee, Therese Temby, was awarded an Officer of the Order of Australia (AO) for her services to education, and St John of God Health Care Trustee Frank Cooper AO, and Board member Peter Prendiville, were awarded Western Australian of the Year Awards in the Professions and Business categories respectively (p64-65).

OUR STRATEGIC PRIORITIES 2015-2019

Our Strategic Priorities 2015–2019 builds on and amplifies the strategies and expectations outlined by the Trustees in Our Vision 2015–2019 and assist us to achieve the outcomes identified.

01 To be a recognised leader in the Australian health sector for the provision of high quality health care

The delivery of exceptional health care is the overarching strategic priority for St John of God Health Care and this applies to all our service areas. The other four strategic priorities will enable us to achieve this critical priority.

02 To significantly increase our investment in information, analytics and technology

As a leader in health care we must significantly increase our investment in clinical and non-clinical information. Information drives practice and the required clinical information must be available to support the provision of high quality care. Timely and easily utilised information will also assist non-clinical caregivers to drive efficiency and productivity and best support our clinical care.

03 Increased agility in responding to changes in our environment and in implementing our plans

The key strategic issues we face, our predictions for what the future will look like and our implementation plans all require us to be more agile and flexible. We need to be faster at decision making and implementation. The nature of technological advances is unpredictable but likely to be significant. The nature and degree of competition is likely to materially change. We will need to be able to respond quickly in this dynamic environment.

04 Deeper partnering with key stakeholders

For St John of God Health Care to meet its objectives we need to engage more deeply with a wider range of stakeholders including patients, clients and their families. Our Vision has always required us to actively partner with other Catholic Church agencies as well as visiting medical officers. We will also strengthen our relationships with governments, health funds, media, community organisations, professional bodies, universities and other educators, as well as our own workforce.

05 Capital optimisation

Capital is a precious resource, critical to our survival and growth. Strong financial stewardship has always been important to our 119 year old Catholic Church ministry and will continue to be critical as we plan for the next century. We need to always have sufficient funds available to allow us to invest in our existing services, to develop new ones as need and opportunity warrants and to ensure we operate as a high quality service provider.



Investing in information, analytics and technology means both clinical and non-clinical caregivers will have quicker access to information, supporting the provision of timely, high quality care in our hospitals.

YEAR AHEAD

Our initiatives in 2015/16 under the five strategic priorities are outlined below:

To be a recognised leader in the Australian health sector for the provision of high quality health care

- Successfully commission and operate the new St John of God Midland Public and Private Hospitals.
- Implement best practice risk reduction initiatives for obstetric and midwifery services.
- Systematically re-engineer clinical incident review and management system.
- Publish our first St John of God Health Care online quality of care report.
- Conduct national brand perception audit and develop brand performance tracking and measurement.

To significantly increase our investment in information, analytics and technology

- Commence implementation of our clinical information system roll-out.
- Complete the update of our website and intranet.
- Implement IT priority projects including a new Incident Management System.
- Review and redesign clinical and non-clinical analytics and reporting for improved insight, performance-monitoring and decision making.

Increased agility in responding to changes in our environment and in implementing our plans

- Redesign divisional doctor accreditation processes in preparation for implementation of e-credentialling.
- Complete phase two of implementation of Health Records Forms Standardisation Project.
- Progress transformation programs for St John of God Pathology and operating rooms.

Deeper partnering with key stakeholders

- Transfer ownership of Hawkesbury District Health Services to St John of God Health Care and operate the public contract in partnership with the New South Wales Government, subject to approvals.
- Deepen funding partnerships that prioritise patient safety and quality of care with private health insurers and collaboratively create transparent, measurable processes and benchmarks.
- Expand internship program for Aboriginal university students under the Reconciliation Action Plan.

Capital optimisation

- Progress our major redevelopments at St John of God Murdoch, Geelong, Bendigo and Mt Lawley Hospitals.
- Commence a significant capital program to build the new St John of God Berwick Hospital, in an innovative funding partnership with Generation Healthcare REIT.
- Create a capital development project management office to standardise development options, processes and reporting for future developments.

This year we will open the St John of God Midland Public and Private Hospitals in Western Australia, completed on time and on budget. The new hospitals are set to employ more than 1,000 caregivers and treat 191,000 patients in the first full year of operation. Pictured: future caregivers and their families touring the public hospital during a family open day.





OUR ORGANISATION

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ORGANISATION

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

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

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

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

Vision, Mission and Values

Vision

Our Vision for St John of God Health Care is that we live and proclaim the healing touch of God's love. 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.

Mission

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.

Values

Our Values that guide us are:

Hospitality

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

Compassion

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

Respect

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

Justice

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

Excellence

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



▲ Our New Zealand division, St John of God Hauora Trust, provides health and ability services that support people living with a physical or neurological disability.



On 18 September 2014, we celebrated Mass at St Mary's Cathedral in Perth, Western Australia to commemorate 25 years since St John of God Health Care Inc. was established by the Sisters of St John of God to take forward their ministry.

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 helping those with 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 sponsored by the Sisters of St John of God. The Sisters are members of St John of God Australia Ltd together with the majority of the dioceses in which we operate, as well as 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 2014/15 in each key result area follows throughout the Annual Report.

1. Culture (p76)
2. Excellence in care (p60-63)
3. Excellence in governance and management of resources (p101-103)
4. Formation and leadership (p76-85)
5. Social justice (p88-89)

SUSTAINABILITY

As our Vision guides us at St John of God Health Care, we will acquire, allocate and utilise our resources justly, responsibly and in a sustainable manner.

We embark on this journey of stewardship for the people we serve, the communities in which we operate, our partners and our people. It was the Sisters of St John of God who entrusted us to continue their Mission and we do so with a view towards a long, healthy and sustainable future.

Throughout the *Annual Report 2014-2015* are references to sustainable activities in the critical areas of operation within our organisation and the sustainability matrix provides a quick guide as to where to find this information.

Financial (p21)

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 expansions, and regular benchmarking of performance with comparable organisations.

Workforce (p75)

We attract, develop, motivate and retain high performing people within a safe and supportive work environment. We offer meaningful and innovative learning experiences that meet the expectations of our caregivers and support the organisation's Vision, Mission and Values. We continue to review our learning and development opportunities to support and develop our caregivers in providing exceptional care.

Education and training (p72)

St John of God Health Care provides high quality training and education opportunities and contributes to a highly skilled Australian health and medical workforce. In 2014/15 we partnered with 26 universities and 30 Registered Training Organisations to provide undergraduate clinical placement opportunities for nursing, medical and allied health students from all over Australia. We have further invested in pastoral services education of our own people and others in the community through our Clinical Pastoral Education programs.

Environment (p95)

Our Group Environmental Sustainability Strategy is the framework through which the organisation reduces the environmental impact of its operations, to be a better steward of the environment. It does this by fostering an environmentally aware workplace culture, strengthening the management of environmental target areas such as utilities, waste and fleet management, ensuring appropriate resourcing and improving our measuring, monitoring and evaluation of environmental performance.

Community (p87)

In the communities in which it operates St John of God Health Care is actively contributing to the greater wellbeing, well beyond the services it provides. As a group we commit 2% of revenue to social outreach services that address disadvantage and build the capacity of local communities. We advocate for justice and compassion and contribute to strengthening community through community service, sponsorship and participation.

Culture (p75)

At St John of God Health Care our culture is informed by Gospel values where the innate dignity of each person is valued and upheld. All caregivers are equally valued as key participants in the ministry and genuine hospitality is offered to all. There is a demonstrable commitment to the organisation's Values and justice and fairness is reflected throughout the organisation.

SUSTAINABILITY MATRIX

This is a guide to sections of the *Annual Report 2014-2015* where references to our sustainable activities can be found.

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CHAIRMAN'S REPORT



Pleasingly the 2014/15 year has seen St John of God Health Care Inc. continue to expand and develop its ministry of delivering distinctive care in accordance with our Catholic tradition.

This year we have seen many of the trends we forecast when preparing our five year strategic priorities proved accurate: a decline in the broader Australian economy; increased pressure on government budgets and health care funding and greater accountability to health funds, which face their own fiscal and competitive challenges.

While St John of God Health Care felt the impact of these challenges, our five strategic priorities have positioned us well to respond to the changing environment and to continue to provide outstanding care in accordance with our Mission.

Redevelopments and projects

St John of God Health Care continues to invest in new developments and redevelopments that meet the growing demand for health care services and community expectations of the private hospital experience.

In 2014/15 we completed a number of major capital developments. All were delivered on budget and either on time or ahead of schedule. These include substantial refurbishments and expansions at our St John of God Murdoch and Geelong Hospitals and rebuilding of facilities at our Accord disability service in Victoria and our Hauora Trust service for people with physical disability in New Zealand.

Most significantly, the St John of God Midland Public and Private Hospitals, a Public Private Partnership with the State Government of Western Australia, achieved practical completion on time and on budget and handover occurred in June 2015. Work has now commenced on commissioning and the hospitals are well on track to open as scheduled in November 2015.

Approval was also given to proceed with three new capital projects: a \$20 million project to establish cardiac surgery at St John of God Geelong Hospital, a facilities upgrade at St John of God Mt Lawley Hospital and a \$120 million greenfield development for St John of God Berwick Hospital, which will increase capacity in one of Australia's fastest growing residential corridors.

We continue to look at ways to optimise capital while expanding our services and are using an innovative funding model at St John of God Berwick Hospital, a partnership with a listed health care property trust with joint ownership and construction of the base building and a long term lease to St John of God Health Care as operator to fit out and operate clinical services from the facility.

Social justice and outreach

Social justice and outreach are a core part of our ministry. St John of God Health Care allocates 2% of revenue each year to help address inequity and improve health and wellbeing in communities with extra needs.

At a group level, St John of God Health Care commenced a new five year Social Outreach strategy in 2014/15. Among other things, we have initiatives to deepen our already significant support for homeless youth through augmenting our Horizon House program to provide a supported approach to independence. In addition, we are implanting a new model of support for families grappling with perinatal depression that will allow us to double the number of people we can service through our Raphael Services program in the next five years, and programs to extend capacity building through our international health activities.

Reconciliation Action Plan and Disability Access and Inclusion Action Plan

We have made great progress implementing our Reconciliation Action Plan across a range of areas in employment, education, parenting and family support, and local community partnerships.

In the coming year we will progress our new Reconciliation Action Plan 2015–2017 which will include stretch targets.

We have also achieved good results with our Disability Access and Inclusion Plan. We have a focus on opening up employment opportunities and in 2014/15 we employed a further 23 people with a declared disability. We have also progressed our advocacy agenda and will continue this work under our new Disability Access and Inclusion Plan 2014–2017.

Changes to Board

This year there were a number of changes to the Board. Jay Bonnington and Dalton Gooding completed their terms and Kerry Sanderson resigned to take up the position of Governor of Western Australia. I thank these three hard-working Board members for their contributions to St John of God Health Care.

I am pleased to welcome in their places the Hon Robert Knowles AO, Justin Carroll and Dr Julie Caldecott, who bring a diverse and rich skill base to our Board.

Year ahead

We expect continuing challenges for the health care industry in the year ahead.

While health funds continue to feel the squeeze as younger members demand cheaper products and older members claim more benefits, St John of God Health Care believes there is a strategic driver to partner more closely with health funds to achieve quality outcomes and improve productivity. Openness and transparency through public reporting will help drive a quality agenda.

We will also continue our push to do more in public health and establish deeper partnerships with governments. St John of God Health Care has reached agreement to take over the operation and management of Hawkesbury District Health Service in New South Wales, which will be our second Public Private Partnership.

I would like to end by thanking our Group Chief Executive Officer, Dr Michael Stanford, and all our caregivers, doctors, allied health professionals and volunteers for their continued dedication to continuing the ministry of St John of God Health Care and ensuring we remain at the forefront of exceptional care.



Tony Howarth AO
Chairman



St John of God Health Care Chairman of the Board, Tony Howarth, and ConocoPhillips Vice President Sustainable Development, Communications and External Relations, Kayleen Ewin, signing the official agreement between St John of God Health Care, ConocoPhillips and its co-venturers in the Bayu-Undan Project to support capacity building programs in Timor-Leste.

GROUP CEO'S REPORT



Continual improvement of clinical outcomes, access to technology and research, a highly skilled and engaged workforce, the best possible patient experience and above all compassionate and human-centred care are what we consider to be the hallmarks of exceptional care.

Our activities in 2014/15 have focused on all these aspects, approached through the framework of our five strategic priorities, particularly our overarching priority to be a leader in the Australian health sector for the provision of high quality health care.

Service quality and clinical excellence

I'm delighted to report we received our highest ever inpatient satisfaction score in the internationally benchmarked Press Ganey surveys this year. We also performed strongly in the day patient and private emergency categories and received several 'best in class' awards.

The five hospitals that underwent accreditation this year not only met all required standards but achieved an average of 19 'Met with Merit' ratings.

Importantly we continued to rank well above the national benchmark in the quality measures reported by the National Hospital Performance Authority on the MyHospitals website.

We will continue to focus on service quality and excellence in the coming year and will be accelerating our major long-term project to implement clinical information systems in all our hospitals by 2019. This will transform our current clinical processes and improve analytics, enabling enhanced clinical outcomes.

Financial stewardship

Largely as a result of the full year impact of our acquisition of St John of God Mt Lawley Hospital in Perth in May 2014, and the outstanding successes of our major St John of God Geelong Hospital (Victoria) expansion in June 2014 and our St John of God Murdoch Hospital (Western Australia) expansion in August 2015, our revenue grew 12.5% to \$1.3 billion.

Our hospital-generated EBITDA (earnings before interest, tax, depreciation and amortisation) grew 17.6% driven by our growth of 389 beds (72 day, 317 overnight) during the year.

Activity matters to the efficient operation of hospitals and we were delighted during the year to see overnight patient numbers (separations) increase 12.5% and same day patients increase 11.2%. For the first time our obstetric deliveries exceeded 10,500.

Unfortunately we are finding pathology to be a very difficult industry environment with collection centre rentals continuing to escalate in a slow growth market. With healthy inpatient growth of 4.3% but below trend outpatient growth of 1.2% our pathology revenue grew only 2.5%. Pathology-generated EBITDA fell 12.4%.

People

As we have grown our services our workforce has also expanded. St John of God Health Care now employs 11,415 caregivers, just over a 5% increase on the previous year.

I am pleased to report that in our biennial Press Ganey Caregiver Satisfaction Survey we achieved our highest ever mean score, a 3.5% improvement as a result of many efforts aimed at increasing employee engagement.

An area of focus for the coming year is occupational health and safety where we have seen a slight increase in lost time injury frequency rates. It is our responsibility to keep our people safe and send them home healthy and we will be giving this area significant focus in the coming year to meet our goal of zero harm to caregivers.

Changes to Group Management Committee

In 2014/15 two long-serving Group Management Committee members retired. Kate Birrell, who commenced at St John of God Geelong Hospital in 1968, resigned as inaugural Group Director of Nursing after 12 years in that role. Kate was awarded a Medal of the Order of Australia (OAM) this year in recognition of her services for nursing.

Jennifer Stratton, our first lay Group Director of Mission also retired concluding 15 years of outstanding service.

I thank them both for their wonderful contribution to St John of God Health Care and I welcome John Pease who has taken up the newly created position of Group Director Governance as we strengthen our focus on risk, compliance and assurance.

Year ahead

The commissioning and successful operation of the 367-bed St John of God Midland Public and Private Hospitals is our biggest priority. With commissioning due in November 2015 an enormous amount of work is going into this undertaking.

Our announcement in June 2015 of the agreement to purchase the Hawkesbury District Health Service (New South Wales) contract from Catholic Healthcare Ltd is expected to lead to a transfer of responsibility for the 125-bed hospital and community services in October 2015. Integration of Hawkesbury District Health Service into the St John of God Health Care family will bring many benefits to the community it serves.

We will also continue to consolidate the work we've commenced under our strategic priorities, ensuring that our patients and clients remain at the centre of everything we do.

I thank my Group Management Committee, our 11,415 caregivers, our doctors, allied health practitioners, volunteers, donors and consumer representatives who make up the great community of St John of God Health Care for their dedication and work in 2014/15 and look forward to continuing the Mission that is at the centre of everything we do in the coming year.

Dr Michael Stanford
Group Chief Executive Officer

▶
St John of God Health
Care Group Chief
Executive Officer, Dr
Michael Stanford,
showing Federal
Health Minister, the
Hon Sussan Ley, around
the St John of God
Midland Public Hospital
during a visit to the
facility in March 2015.





ST JOHN OF GOD

Midland Public Hospital



STEWARDSHIP

In this section

- 22 Finance overview
- 23 Stewardship
- 26 Operational update
- 28 Building healthy communities



FINANCE OVERVIEW

Consolidated statement of comprehensive income

FOR THE YEAR ENDED 30TH JUNE 2015	FY 2014/15 \$m	FY 2013/14 \$m
Revenue		
Hospital income from ordinary activities	1,116.2	976.3
Pathology income from ordinary activities	127.1	124.0
Other income	58.5	56.4
Total revenue for the period	1,301.8	1,156.7
Expenses		
Employment costs	694.7	601.9
Medical consumables and supply expenses	317.3	277.2
Other expenses from ordinary activities	171.9	148.6
Total expenses for the period	1,183.9	1,027.7
EBITDA	117.9	129.0
Interest, Depreciation and Amortisation	66.7	52.3
Net surplus for the period	51.2	76.7

Consolidated statement of financial position

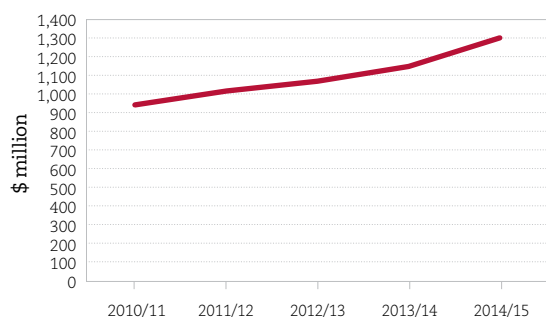
AS AT 30TH JUNE 2015	FY 2014/15 \$m	FY 2013/14 \$m
Current Assets	208.5	172.3
Non-Current Assets		
Property, Plant & Equipment	940.0	883.8
Other	59.5	61.1
Total Assets	1,208.0	1,117.2
Current Liabilities		
Other	252.9	235.8
Non-Current Liabilities		
Borrowings	276.2	250.8
Other	41.6	43.6
Total Liabilities	570.7	530.2
Net Assets	637.3	587.0
Equity	637.3	587.0

Consolidated statement of cash flows

FOR THE YEAR ENDED 30TH JUNE 2015	FY 2014/15 \$m	FY 2013/14 \$m
Net Cash Inflows from Operating Activities	112.9	122.4
Net Cash Outflows from Investing Activities	(128.6)	(195.6)
Net Cash Flow (used in) / from Financing Activities	17.7	78.2
Net increase / (decrease) in Cash and Cash Equivalents	2.0	5.0
Cash and Cash Equivalents at the beginning of the year	29.0	24.0
Cash and Cash Equivalents at the end of the year	31.0	29.0

STEWARDSHIP

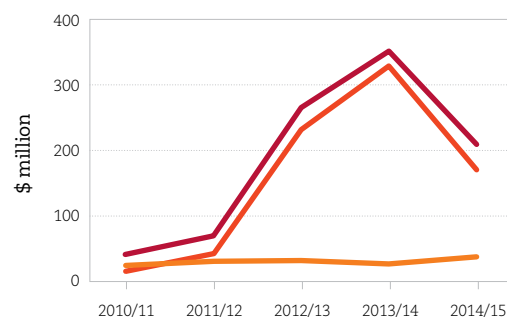
Revenue



Total Revenue (\$m)	943.2	1,021.8	1,070.1	1,156.7	1,301.8
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The increase of 12.5% in total revenue was mostly accounted for by a 14.3% increase in hospital revenue. The full year impact of our Mt Lawley Hospital acquisition and our Geelong Hospital redevelopment, plus our Murdoch Hospital redevelopment completed in August were the key revenue drivers.

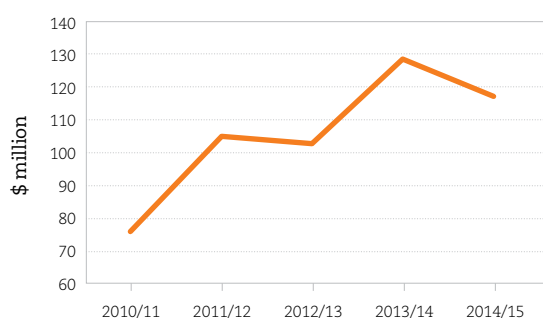
Capital Expenditure



Total Expenditure (\$m)	42.1	70.4	268.0	351.3	213.2
Facility Development (\$m)	15.9	39.2	235.9	324.5	176.3
Plant & Equipment (\$m)	26.2	31.2	32.1	26.8	36.9

With the completion of our Midland Public and Private Hospitals in June 2015, this \$410 million development (\$340m State and Government funded; \$70m SJGHC funded) is ready for commissioning in November. We have successfully managed \$737 million of facility developments in the last three years and are coming towards the end of our current expenditure cycle.

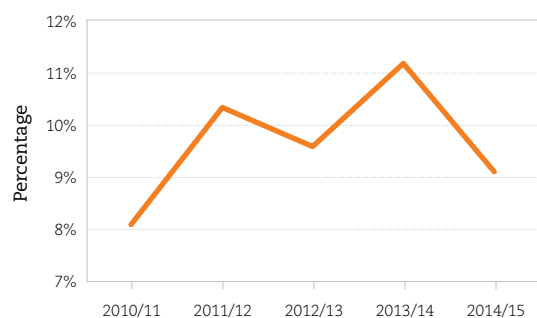
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)



EBITDA (\$m)	76.1	104.7	103.0	129.0	117.9
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Whilst our like-for-like operating EBITDA rose 14.6%, our total EBITDA reduced by 8.6% due to increased expenditure on mission and pastoral care (+18.7%), social justice initiatives (+11.3%), and research (+41.3%). In addition a one-off profit on the St John of God Wexford Medical Centre development in FY14 did not recur in FY15.

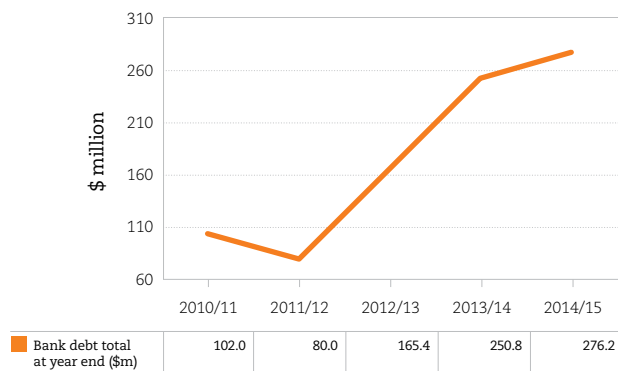
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) percentage



EBITDA percentage	8.1%	10.3%	9.6%	11.2%	9.1%
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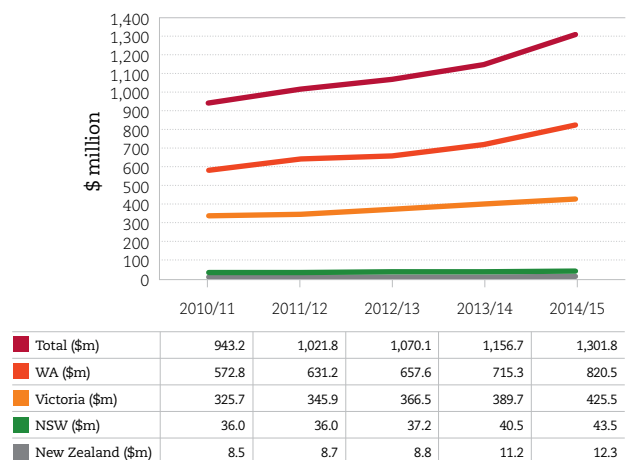
Our EBITDA margin dropped this year to be below our long term (10 year) average of 9.7%. The principal change from the prior financial year was that in FY14 we achieved a one-off development profit from the St John of God Wexford Medical Centre which inflated the FY14 figures. Our \$5 million increased commitment in FY15 to social justice, mission, pastoral care and research also reduced our margin.

Bank Debt



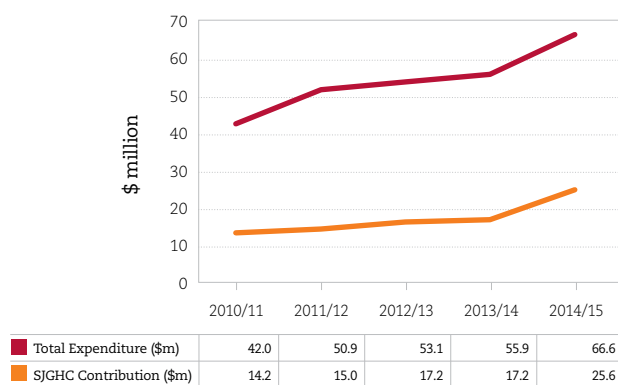
Our ongoing investment in facility developments has required us to increase our bank debt during the year. As a not-for-profit charity, our ability to invest to service the community depends on the surplus we generate and the extent of commercial borrowings. We work closely with our banks and are conservative with regard to gearing levels.

Operating Revenue - Geographic Analysis



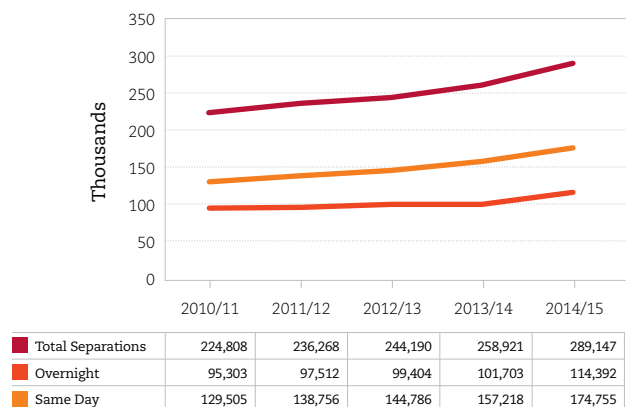
Our total revenue growth of 12.5% was largely driven by 14.7% growth in our WA revenue. Vic revenue grew by 9.2%, NSW by 7.4% and NZ by 9.8%. Revenue growth in WA was largely driven by the full year impact of our Mt Lawley Hospital acquisition and impact of our Murdoch Hospital redevelopment.

Social Justice Expenditure



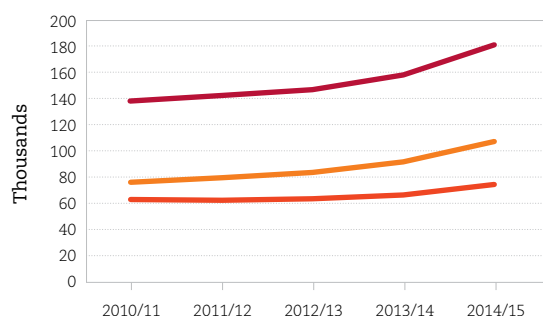
As a Church-owned charity, an important expression of our Mission is our commitment to social justice. In FY15 we increased our St John of God Health Care contribution for social justice activities by 43%. Primarily this was due to a \$7.2 million expenditure to dramatically upgrade our day patient facilities at St John of God Accord, our intellectual disability service.

Separations



Total separations increased by 11.6% with (for the first time in some years) overnight separations rising at a faster rate than same day separations (12.5% vs 11.2%). This occurred due to the full year impact of our Mt Lawley Hospital acquisition and our various facility redevelopments. Same day patients now represent 60.4% of all patient admissions.

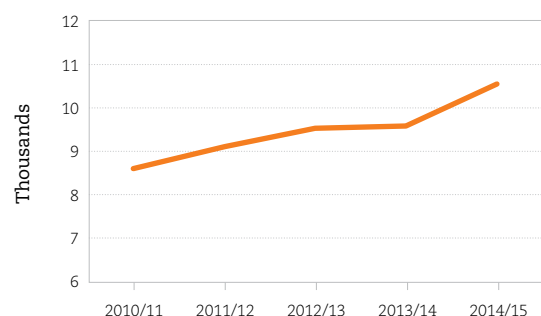
Procedures



Total Procedures	138,890	142,393	147,361	157,691	181,159
Overnight	62,386	61,811	63,910	65,999	73,770
Same Day	76,504	80,582	83,451	91,692	107,389

The 14.8% increase in procedures was predominately due to a 17.1% increase in procedures for same day patients. The proportion of same day patients having procedures increased from 58.3% to 61.5%. The proportion of overnight patients undergoing procedures dropped slightly from 64.9% to 64.4% due to the numbers of medical and rehabilitation patients increasing.

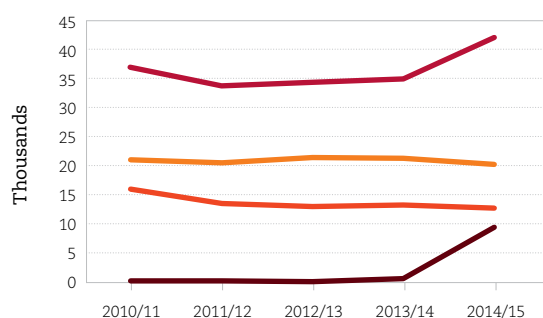
Obstetric Deliveries



Births	8,595	9,093	9,530	9,579	10,543
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For the first time in St John of God Health Care's history, the number of babies born at our hospitals exceeded 10,500. The increase of 10.1% was largely due to the full year effect of our Mt Lawley Hospital acquisition.

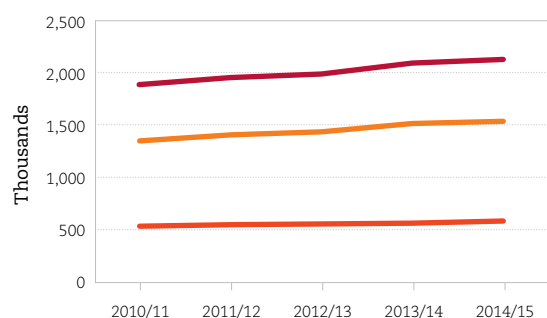
Emergency Department Presentations



Total	37,167	33,765	34,514	35,012	42,210
Ballarat	16,078	13,386	13,012	13,163	12,739
Murdoch	21,089	20,379	21,502	21,328	20,130
Geelong	-	-	-	521	9,341

The overall number of emergency department presentations rose by 20.6% due to the advent of our third emergency department in June 2014, located at our Geelong Hospital. Small declines in presentations occurred at our Murdoch and Ballarat Hospitals. St John of God Geelong Hospital's 9,341 presentations greatly exceeded expectations for a new service.

Pathology Episodes



Total	1,897,798	1,971,506	1,990,723	2,096,617	2,139,263
Inpatient	536,858	558,100	555,169	575,040	599,680
Outpatient	1,360,940	1,413,406	1,435,554	1,521,577	1,539,583

In the highly competitive and difficult private pathology industry our total episode growth reduced from 5.3% in FY14 to 2% in FY15. The greatest proportion of that growth was attributable to inpatients, which grew 4.3% during the year, increasing our market share in that segment. Outpatient growth of 1.2% reflects intense competition and resulting high rental payments.

OPERATIONAL UPDATE

This summarises progress in our key result areas against the *Group Operational Plan 2014/15* and outlines our focus for 2015/16. Outcomes generally affect multiple divisions or a significant component of our operations. Progress has been recorded using the following symbols:

✓ Achieved → Good progress made ♦ Not achieved or delayed

Culture

Actions	Progress	2015/16 Focus
Increase caregiver engagement	✓ Press Ganey Caregiver Satisfaction Survey completed in all divisions with caregiver engagement achieving the best score in the 15 years we have surveyed. However participation rate and performance relative to sector dropped slightly.	- Continue implementation of Cultural Alignment Strategy - Develop group wide approach to customer feedback - Implement professional development around process improvement for managers in line with Transformation approach - Participate in Trustee review of Mission Management Model - Progress heritage documentation and records.
Strengthen cultural alignment	→ Implementation continuing in those divisions recruiting significant numbers of new caregivers.	
Implement heritage policy across the group	✓ Group heritage action plan and policy developed and approved and implementation commenced.	
Codify distinctive Catholic care and develop monitoring approach	✓ Baseline analysis completed and monitoring in place as part of ongoing Press Ganey surveying.	
Develop deeper doctor partnering model in Perth northern hospitals region	✓ Key roles in place. Ongoing.	
Complete feasibility study to become a Registered Training Organisation	→ Considered as part of workforce strategic planning in 2015/16.	
Implement standard approach to process engineering	→ Model developed based on Transformation team. Develop for implementation throughout the group.	
Implement internal continuous improvement and feedback process	✓ Net Promoter Score implemented in Pathology and across group services. Reviewing applicability to other divisions.	

Formation and leadership

Actions	Progress	2015/16 Focus
Develop formation policy for frontline caregivers	✓ Formation program implemented in all divisions.	- Evaluate outcomes of the first year of the formation program - Strengthen engagement with local Church entities.
Finalise approach to developing bilingual mindset	✓ Completed. Model being utilised by Catholic Health Australia for sector-wide adoption.	

Social justice

Actions	Progress	2015/16 Focus
Implement group social justice advocacy agenda and framework	✓ Framework established and ongoing.	- Implement Social Outreach strategy - Implement group social justice advocacy agenda - Expand internship program for Aboriginal university students.
Implement 2014-19 Social Outreach strategy	✓ New General Manager appointed and implementation underway.	
Progress Disability Access and Inclusion Plan	✓ Employment inclusion approach progressing well, review of care experience for patients with a disability undertaken. Ongoing.	
Progress Reconciliation Action Plan	✓ Online cross-cultural awareness program developed. Relationships with local school career coordinators established.	

Excellence in care

Actions	Progress	2015/16 Focus
Complete major external consultancy to establish clinical and other information requirements to achieve strategic priority two	✓ Boston Consulting Group conducted project with final report approved by Board.	• Implement agreed year one recommendations • Increase participation in medical registries for collection of clinical data • Finalise and implement doctor accreditation processes for e-credentialling • Design and implement processes for post-implementation review of new clinical technologies • Implement risk reduction initiatives for obstetric and midwifery services • Complete second stage feasibility to become a Registered Training Organisation • Phase two implementation of Health Records Forms Standardisation Project • Re-engineer clinical incident review system to improve timeliness and share learnings group wide.
Review and revise management of clinical data	➔ Reporting in place and balanced scorecard drafted. Ongoing as key component of major project to upgrade technology to support new clinical information systems.	
Implement balanced scorecard KPI dashboard for nursing unit managers	✓ Complete.	
Finalise review of electronic incident reporting system	✓ Needs analysis and scoping undertaken, Request for Proposal developed and recommendations delivered.	
Redesign divisional doctor accreditation processes for e-credentialling	➔ Significant progress made. Ongoing.	
Develop and implement a consumer engagement framework	➔ Significant progress made. Ongoing.	
Develop five-year plan for clinical reviews of major risk areas	➔ Progress made with obstetric risk, inpatient mental health services cognitive impairment programs, and discharge planning for patients requiring aged care. Recommendations resulting from extensive review of clinical information and technology undertaken in 2014.	
Strengthen allied health governance	✓ Baseline review completed. Stage one recommendations underway.	
Implement nurse/midwifery manager development program	✓ Completed.	
Introduce Western Australian graduate nurse program	✓ Completed.	

Excellence in governance and management of resources

Actions	Progress	2015/16 Focus
Streamline key organisation-wide processes	➔ Scope expanded beyond single processes. Established a Transformation program framework and commenced two significant programs.	• Progress Transformation programs • Commission St John of God Midland Public and Private Hospitals • Integrate Hawkesbury District Health Service subject to various approvals • Implement recommendations for clinical information system roll out. • Implement information technology priority projects including new incident management system. • Implement refreshed compliance approach • Develop contract management framework • Implement new website and intranet • Develop and implement Group Property Management Strategy
Improve financial systems	➔ Ongoing with good progress made. iProcurement deferred.	
Remodel website and intranet	➔ Discovery and technical design complete.	
Optimise utilisation of capital	✓ Capital Development Framework development progressing, five-year financial targets developed and new property funding models developed.	
Implement consistent group wide Business Continuity Plans across group services	✓ Standardisation completed and roll out commenced.	
Establish Group Director Governance position	✓ Implemented.	
Develop assurance map	✓ First draft completed and to be refined and finalised in 2015/16 with input from divisional assurance maps.	
Develop Divisional Management Authority Matrix template	✓ In progress.	
Engage with media and politicians	✓ Ongoing.	

BUILDING HEALTHY COMMUNITIES

St John of God Health Care continues to invest in redevelopments at our existing hospitals, and we partner with the state and federal governments on the new St John of God Midland Public Hospital.

Our building projects are a significant aspect of our commitment to strengthening the communities in which we operate. Through the provision of new and innovative services, we can deliver our distinctive, quality care to more people.

St John of God Midland Public and Private Hospitals (p36-37)

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 \$340 million with St John of God Health Care investing a further \$70 million in an integrated private hospital.
- Construction began in August 2012 and was completed on time and on budget in June 2015. The hospitals are scheduled to open in November 2015.
- The 307-bed public hospital will offer a wide range of services free of charge to public patients in Perth's eastern suburbs and areas of the Wheatbelt, 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 Accord (p44)

Redevelopment 2014

- St John of God Accord completed an \$8 million project comprising purpose-built buildings and outdoor areas specifically designed for the delivery of day services to people with an intellectual disability. The facilities were completed within budget and officially opened in April 2015.



▲ Clients, families and dignitaries at the opening of the new \$8 million St John of God Accord Greensborough facility in April 2015, which is specifically designed to cater for people over the age of 18 living with an intellectual disability.

St John of God Bendigo Hospital (p46)

Redevelopment 2014-2016

- St John of God Bendigo Hospital has commenced a \$41 million redevelopment project which will extend the existing three levels of the hospital and add 46 new beds. In addition, the project will deliver a new operating theatre and upgraded parking facilities.
- An upgrade and refurbishment of 69 rooms, existing theatres, front reception, the atrium and external façade is also planned as part of the redevelopment.

St John of God Berwick Hospital (p47)

Greenfield Development 2015-2018

- St John of God Health Care has agreed terms with listed property group Generation Healthcare REIT for a new \$120 million hospital in Berwick. Once complete, all acute services will relocate to the new hospital, which will be co-located with Casey Public Hospital.
- St John of God Health Care and the developer will jointly own and construct the base building with St John of God Health Care entering into a long term secured lease to fit out and operate clinical services from the facility.
- The new facility will increase capacity of St John of God Berwick Hospital from 74 beds to 190 and from four theatres to six, with potential to increase to over 300 beds.
- The existing St John of God Berwick Hospital will undergo its own redevelopment to provide additional services when the new facility is completed.
- Construction is scheduled to commence in October 2015 and is due for completion in late 2017.



▲
An artist's impression of the proposed \$120 million new St John of God Berwick Hospital.

St John of God Geelong Hospital (p49)

Redevelopment 2014-2016

- St John of God Geelong Hospital has commenced a \$20 million project to upgrade and expand its facilities to provide enhanced cardiac services.
- The project will also include a new eight-bed intensive care unit with capacity to expand to 12 beds, as well as refurbish the existing critical care unit.

St John of God Mt Lawley Hospital (p38)

Post acquisition upgrade 2015-2017

- St John of God Mt Lawley Hospital commenced a \$17 million redevelopment in 2015 to upgrade various areas identified during the transfer from MercyCare in May 2014.

St John of God Murdoch Hospital (p40-41)

Redevelopment: 2011-2014 (stage one), 2014-2018 (stages two and three)

- Stage one of St John of God Murdoch Hospital's \$236 million redevelopment was completed in 2014/15 on budget and ahead of schedule.
- Stage two of the redevelopment project commenced in 2014/15 and includes the refurbishment of six existing wards, fit out of two theatres built in stage one, foyer refurbishment and construction of a new chapel.



▲
St John of God Murdoch Hospital opened the 120-bed South Wing in July 2014, which is also home to a new 20-chair cancer centre.

St John of God Wembley Day Surgery

Development 2012-2015

- A \$9 million project to develop and fit out a 23-hour day surgery unit was completed on budget in April 2015 and comprises three operating theatres, six stage-one recovery beds, nine stage-two beds, six chairs in the discharge lounge and eight overnight beds located adjacent to St John of God Subiaco Hospital.

St John of God Hauora Trust (New Zealand) (p54)

Redevelopment 2011-2014

- The \$8 million (AUD) earthquake recovery works and second disability home in Selwyn were completed in 2015 on time and within budget, which increased capacity and strengthened our commitment to vulnerable clients in New Zealand.



SERVICES

In this section

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- 34 Bunbury
- 35 Geraldton
- 36 Midland
- 38 Mt Lawley
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- 42 Subiaco
- 44 Accord
- 45 Ballarat
- 46 Bendigo
- 47 Berwick
- 48 Frankston
- 49 Geelong
- 50 Pinelodge
- 51 Warrnambool
- 52 Burwood
- 53 Richmond
- 54 Hauora Trust
- 55 Pathology
- 56 Health Choices
- 57 Social Outreach

OUR LOCATIONS

WESTERN AUSTRALIA

1 Perth

- Head office
- Hospitals:
 - St John of God Midland Public and Private Hospitals (p36-37)
 - St John of God Mt Lawley Hospital (p38)
 - St John of God Murdoch Hospital, including Murdoch Community Hospice (p40-41)
 - St John of God Subiaco Hospital (p42-43)
- Social Outreach: (p57)
 - Drug and Alcohol Withdrawal Network
 - Horizon Houses
 - Murdoch Community Mental Health
 - Raphael Services
- St John of God Foundation (p92)
- St John of God Health Choices (home nursing) (p56)

2 Bunbury

- St John of God Bunbury Hospital (p34)
- St John of God Busselton Day Hospital
- Social Outreach: (p57)
 - Horizon House
 - South West Community Drug Service Team
- South West Cancer Accommodation Centre

3 Geraldton

- St John of God Geraldton Hospital (p35)
- Horizon House

4 North and Mid West

- Horizon House Broome

5 State-wide

- Pathology – six laboratories and 70 collection centres (p55)

VICTORIA

6 Melbourne

- Accord (p44)
- Hospitals:
 - St John of God Berwick Hospital , including Specialist Centre (p47)
 - St John of God Frankston Rehabilitation Hospital (p48)
 - St John of God Pinelodge Clinic (p50)
- St John of God Health Choices (home nursing) (p56)
- Raphael Services Berwick

7 Ballarat

- St John of God Ballarat Hospital (p45)
- Social Outreach (p57)
 - Bloomsbury House
 - Pomegranate House
 - Raphael Services Ballarat

8 Bendigo

- St John of God Bendigo Hospital (p46)
- Social Outreach (p57)
 - Horizon House
 - Raphael Services Bendigo
- St John of God Health Choices (home nursing) (p56)

9 Geelong

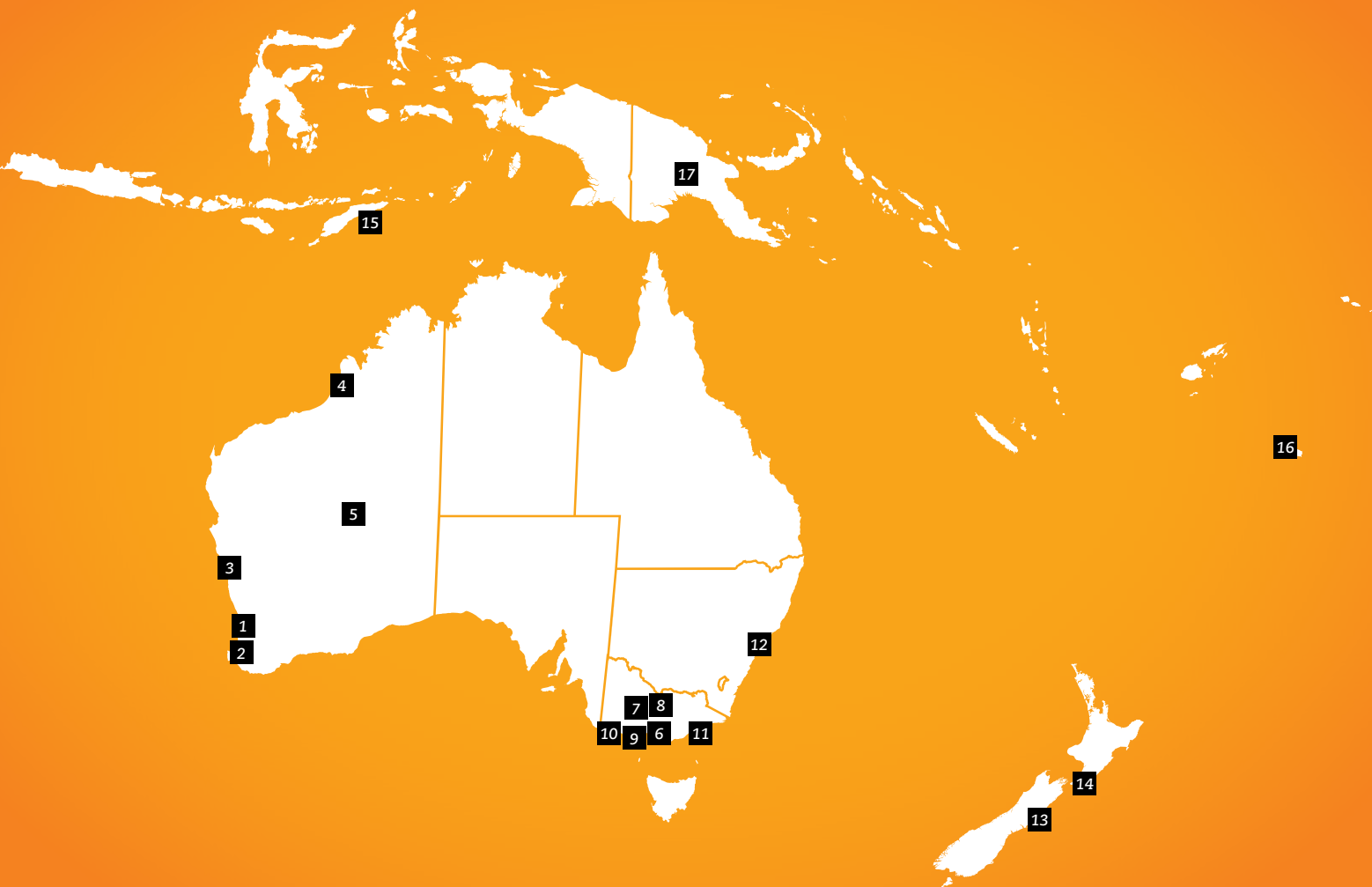
- St John of God Geelong Hospital, including Specialist Centre (p49)
- Social Outreach (p57)
 - Horizon House
 - Raphael Services Geelong
- St John of God Health Choices (home nursing) (p56)

10 Warrnambool

- St John of God Warrnambool Hospital (p51)
- Horizon House
- St John of God Health Choices (home nursing) (p56)

11 State-wide

- Pathology – 10 laboratories and 106 collection centres (p55)



NEW SOUTH WALES

12 Sydney

- Hospitals:
 - St John of God Burwood Hospital (p52)
 - St John of God Richmond Hospital (p53)
- Social Outreach (p57)
 - Casa Venegas
 - Raphael Services Blacktown

New Zealand (St John of God Hauora Trust)

13 Christchurch

- Community, Youth and Child Services
 - St John of God Waipuna (p54)
- Health and Ability Services
 - St John of God Addington (p54)
 - St John of God Halswell (p54)
 - St John of God Selwyn (p54)

14 Wellington

- Health and Ability Services
 - St John of God Wellington (p54)

ASIA PACIFIC

Social Outreach services (p57)

15 Timor-Leste

- Nursing Development Program
- Pathology Development Program
- Primary Health

16 Tonga

- Tonga Twinning Program

17 Papua New Guinea

- Primary Health



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: 145

Staff: 556

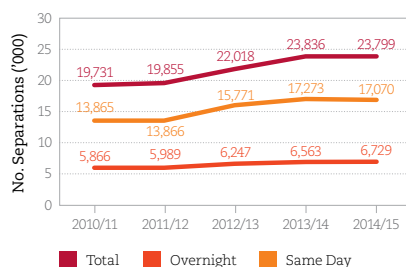
Accredited doctors: 307

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

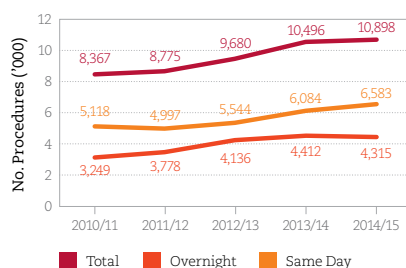
Services: Coronary care unit, renal dialysis unit, intervention cardiology, oncology, elective surgery, general medicine, palliative care, obstetrics, allied health and drug and alcohol services.

Performance Snapshot

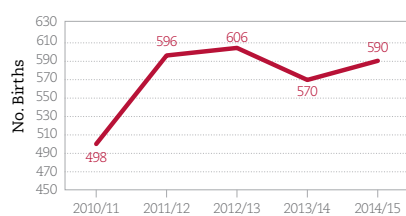
Separations



Procedures



Births



Services

- Completed expansion and refurbishment of the Renal Dialysis Unit from seven to 11 chairs. The refurbishment included two new isolation rooms, a new reverse osmosis machine, new dialysis machines, four additional treatment chairs and an additional lift for the medical centre.
- Commenced interventional cardiac angioplasty services.
- Increased the services provided by the McGrath Breast Cancer Nurse and Prostate Cancer Specialist Nurse.
- Provided 4,264 nights of accommodation at the South West Cancer Accommodation Centre.
- Relocated the St John of God Busselton Day Hospital Renal Dialysis Unit into the new Busselton Health Campus in March 2015.
- Piloted online patient admission registration in five surgeons' practices to improve patients' convenience and access.
- Raised \$474,386 for the South West Cancer and Coronary Care Campaign.
- Completed the adoption of patient and visitor online feedback and satisfaction surveys through the use of mobile technology.
- Increased the routine use of telehealth especially for regional palliative care patients and general practitioners.

People

- Raymond Grapes returned to the role of Director of Mission in March 2015.
- Recruited an additional resident intervention cardiologist and increased the hospital registrar cover to support the new cardiac services.
- Introduced a hospital liaison position within the co-located public hospital's emergency department to support patient admission to the private hospital.
- Undertook 718 clinical research nurse hours throughout the year.

Community

- Caregivers volunteered for the twice-yearly Tour de Gracetown, a charity cycling event that raises funds for the South West coronary care service and the South West cancer service.
- Provided funding to Peel Youth Medical Service to employ a youth case manager and administrative support position.
- Was successful in a tender to the Western Australian Government to continue providing community alcohol and drug services at the South West Community Alcohol and Drug Service.
- Donated theatre equipment, pharmaceuticals and consumables to surgical nurses, anaesthetists and surgeons providing services in remote Western Australia and overseas.

Year ahead

- Expand the community alcohol management project officer positions to two regional towns in the South West.
- Increase our Aboriginal health services to local Noongar communities.
- Expand the cardiac and intervention services provided by the hospital.
- Actively promote the specialist medical services available at the South West Health Campus to the local community.
- Increase the utilisation of the Australian Government's electronic health records to cancer and dialysis patients.
- Partner and support regional specialists to increase their availability to private patients and to also support regional general practitioners.
- Increase our research endeavours and participation in medical registries.

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: 166

Accredited doctors: 126

Theatre and procedure rooms: Two theatres, one procedure room

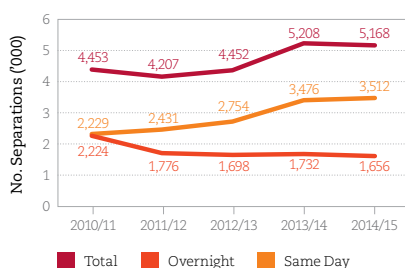
Services: Hospice care unit, cancer treatment services, obstetrics, elective surgery and outpatient services.



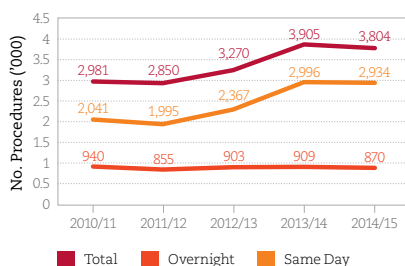
Australia –
Western Australia

Performance Snapshot

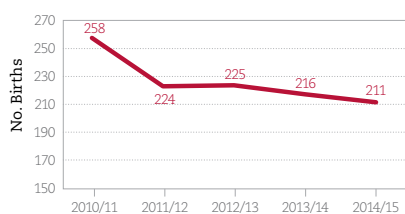
Separations



Procedures



Births



Services

- Commenced private paediatric orthopaedic services in May 2015 with the recruitment of a resident paediatric-trained orthopaedic surgeon. This means patients will not need to travel to Perth for treatment.
- Completed a major upgrade of the air conditioning systems to improve temperature control and deliver savings in running and maintenance costs.
- Installed external ramps, signage and tactile ground surface indicators to improve physical access to the hospital for people with a disability.
- Invested \$200,000 in a new nurse call system and televisions for the hospital to enhance patient safety and experience.
- Successfully underwent the Australian Council on Healthcare Standards, EQUIP National Periodic Survey in May 2015.
- Ranked at the 75th percentile for day patient satisfaction and the 83rd percentile for inpatient satisfaction in the annual Press Ganey Survey of patients from hospitals in the All Hospital peer group.
- Ranked at the 77th percentile for doctor satisfaction in the annual Press Ganey Survey.

People

- Recruited a second resident ophthalmic surgeon in April 2015.
- Ranked at the 88th percentile for caregiver satisfaction in the biennial Press Ganey Caregiver Satisfaction Survey, up from the 13th percentile in 2013.
- Achieved National Audit Tool (NAT) and AS/NZS 4801:2001 and OHS 18001:2007 certification (occupational health and safety standards).
- Commenced simulated patient deterioration training workshops in collaboration with Western Australian Centre for Rural Health to improve nursing skills in responding to the deteriorating patient.

Community

- Developed a Memorandum of Understanding with Bundiyarra Aboriginal Community to improve collaboration and understanding between the two organisations and to enhance the hospital's services in relation to caring for Aboriginal patients.
- Established a collaborative partnership with the Diocese of Geraldton, Horizon House Geraldton and Centacare Geraldton to provide routine maintenance and gardening services.
- Established an inaugural consumer advisory group to advise the hospital in every aspect of care delivery.
- Hosted an art exhibition featuring drawings and paintings from international artist Frida Lezius. The success of this exhibition has led to the commitment to bi-annual exhibitions as a way of expanding the hospital's arts program.
- Introduced a charity of the year program to allow for funds raised throughout the year to be donated to one worthy organisation.

Year Ahead

- Collaborate with WA Country Health Service and Mid West Development Commission on a Mid West Health and Wellbeing Plan for the region.
- Work in collaboration with the Licensing and Regulatory Unit of WA Health to plan and carry out renovations in the operating suites to expand storage areas and improve functionality and efficiency.



Australia – Western Australia

ST JOHN OF GOD MIDLAND PUBLIC & PRIVATE HOSPITALS

Opening: 24 November 2015

Location: 1 Clayton Street,
Midland

Chief Executive Officer:
Dr Glen Power

**Medical Advisory
Committee Chair:**
Dr Amanda Boudville

Beds: 307 public, 60 private

Staff: 1,030 when fully
operational

**Theatre and procedure
rooms:** Nine theatres and
three procedure rooms

Services: Public: General
medicine and sub-
specialties, general

surgery and specialties,
Aboriginal health, allied
health, chemotherapy,
coronary care, day surgery,
emergency, intensive care,
mental health, obstetrics,
oncology, paediatrics and
rehabilitation. Private:
Medicine, surgery and day
surgery.

Construction and services planning

- Achieved practical completion and handover of the newly constructed hospital building in June 2015 as certified by an independent surveyor.
- Began to develop models of care for each clinical specialty, including ensuring the clinical design and clinical plans are reflective of each service.
- Established the patient flow throughout the hospitals by charting the entire patient journey.
- Mapped the interfaces and relationships between each clinical specialty and external services, such as community health and social services.
- Installed the core information and communications technology (ICT) infrastructure in the hospital, completed user acceptance testing of the patient administration and clinical information systems, and close to completing interoperability requirements with the State's ICT Systems.
- Received the inaugural Annual Notice from WA Health that outlines the amount and composition of the services to be provided by the public hospital from November 2015 to June 2016.
- Began preparations for a series of critical path licensing approvals and accreditation surveys necessary to open both hospitals.
- Began to install the first of 11 public artworks in the public hospital as part of the State Government's Percent for Art Scheme.

People

- Dr Glen Power appointed Chief Executive Officer in January 2015.
- Katherine Wray appointed Director of Finance in September 2014
- Craig Donovan appointed State Contract Manager in April 2015.
- Appointed all Medical Heads of Department between October 2014 to April 2015 including: Dr Amanda Boudville, Department of Aged Care and Rehabilitation; Dr Mike Babon, Department of Anaesthetics; Dr Michele Genevieve and Dr Matt Summerscales, Department of Emergency Medicine; Dr Mary Theophilus, Department of General Surgery; Dr Helen Bell, Department of Medicine; Mr Gavin Clark, Department of Orthopaedic Surgery; Dr Peggie Nair, Department of Paediatrics; and Dr Amit Banerjee, Department of Psychiatry.
- Made more than 700 offers of employment, of which around 500 were to Swan District Hospital staff.
- Launched an innovative online community to engage with the hundreds of caregivers who have accepted jobs at the hospitals.

- Completed accreditation for all intern and resident medical officer positions with the Postgraduate Medical Council of Western Australia, and trainee registrars with the Royal Australasian College of Physicians (General Medical and Geriatric training), the Australasian College of Emergency Medicine and the Australian and New Zealand College of Anaesthetics, and finalising accreditation for trainee registrars with the Royal Australian and New Zealand College of Psychiatry.
- Developed a ground-breaking Aboriginal workforce strategy that includes a commitment to retain over 30 roles and positions at the hospital for Aboriginal candidates, including frontline Aboriginal health workers and nurses in the Emergency Department, senior medical and nursing appointments and other non-clinical roles.
- Finalised a Memorandum of Understanding with Marr Mooditj Training to offer clinical placements for Aboriginal enrolled nursing students.
- Continued to develop relationships with educational organisations and inform them about education and training opportunities at the new hospitals.

Community

- Appointed two new members to the Community Advisory Council who will provide valuable input from an Aboriginal and multicultural community perspective.
- Continued a significant program of community engagement to educate the community about the new, expanded and other services that will be provided at the public hospital, free of charge to public patients.
- Hosted more than 600 people on site tours, including St John of God Health Care caregivers, Swan District Hospital staff and community groups.
- Ran a third consecutive annual round of Community Wellbeing Grants including awarding grants of \$1,000 to Ruah and \$2,000 to the Eastern Region Domestic Violence Services Network.
- Appointed our second Aboriginal Youth Ambassador, Jack Whitby, and part-funded his school science tour to the United States of America that included a visit to The National Aeronautics Space Administration (NASA).
- Continued to reach out to a geographically large and diverse community to ensure they understand when the public hospital is opening and that it will provide free public hospital care.
- Commenced discussions with Curtin University on future interactions with the new Curtin Medical School, which will be located adjacent to the new hospitals.



Following the practical completion and handover of the St John of God Midland Public and Private Hospitals in June 2015, the supply department moved to receive and install new equipment. Pictured: Furniture Fittings and Equipment Officer, Joe Monterosso; Group Manager Supply, Logistics and Project Capital, John Warren; Furniture Fittings and Equipment Officer, Ria Hardey; Clinical Services Project Manager, Sally Clark; and Furniture Fittings and Equipment Officer, Sam Castiglione.



Western Australian Minister for Health, the Hon Dr Kim Hames (right), hands the keys to Executive Director Perth Northern Hospitals, Dr Lachlan Henderson (left), during the building handover ceremony held in June 2015.

Year ahead

- Finalise clinical services planning and undertake clinical commissioning to ensure clinical services delivery, equipment and infrastructure, caregiver induction and orientation are tested and ready for opening
- Finalise the information services program and installation and testing of all systems and equipment required to run the hospitals, including clinical scenario testing and training for end users.
- Finalise patient transfer and reception planning, including logistics, communication and scenario testing.
- Finalise registrar accreditation with the Colleges of Orthopaedics, Surgery and Anaesthetics.
- Complete recruitment to ensure the required complement of caregivers with the correct skill mix is in place for opening.
- Open both hospitals on 24 November, when we expect up to 150 patients to be transferred from the existing Swan District Hospital to the new St John of God Midland Public Hospital.
- Deliver about 120,000 patient episodes of care from 24 November to the end of the financial year.



Australia – Western Australia

ST JOHN OF GOD MT LAWLEY HOSPITAL

Established: 1937

Location: Thirlmere Road,
Mt Lawley

Chief Executive Officer:
Ms Chris Hanna

Medical Advisory Chair:
Dr Anne Brady

Beds: 205

Staff: 582

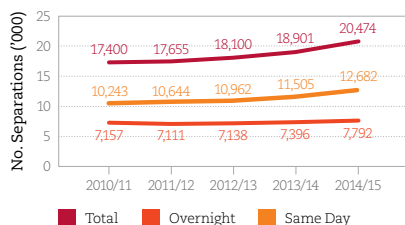
Accredited doctors: 495

**Theatres and procedure
rooms:** 8 theatres, 2
procedure rooms

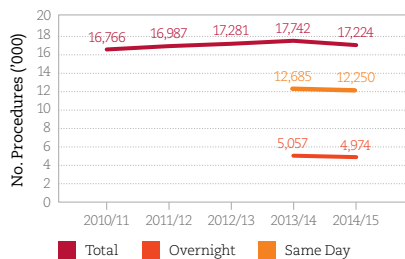
Services: Obstetrics
and gynaecology,
rehabilitation,
orthopaedics, urology,
gastroenterology, general
surgery, bariatric surgery,
plastic surgery and
maxillo-facial.

Performance Snapshot

Separations



Procedures



Births



Services

- Completed integration from Mercy Hospital Mount Lawley to St John of God Mt Lawley Hospital, with all systems, processes and policy changes made to reflect current practices.
- Continued redevelopment with \$4.4 million invested in a refurbished front reception, upgraded admissions area, refurbished day surgery unit, upgrades to the service areas of theatres and the endoscopy unit, and new hospital equipment.
- Commenced postnatal 'mums and bubs' workshops as part of a service review recommendation with around 12 mothers attending each month.
- Experienced strong growth in the inpatient specialist rehabilitation service with a 44.5% increase in patient days from last year.
- Partnered with the Western Australian Department of Health and the Western Australian Mental Health Commission to provide public restorative services and mental health services to older adult patients.
- Received a \$10,000 grant from Samsung to purchase an obstetric education mannequin which is used in the training of caregivers in childbirth emergencies.

People

- Mario Bugna appointed Director of Mission in March 2015.
- Julia Morison appointed Director of Finance in May 2015.
- Midwife, Kristy Wiegele, won the Consumer Appreciation Award at the Western Australian Nursing and Midwifery Excellence Awards.
- Midwife, Joan Wild, was awarded Midwife of the Year for Western Australia by the Australian College of Midwives and Johnsons Baby.

- Manager Engineering Services, Robert Falls, won the Institute of Hospital Engineering Australia, Health Facilities Manager/Hospital Engineer of the Year award.

Community

- Donated \$4,000 to A Midwife's Gift, a fundraising campaign led by Mt Lawley midwife, Kristy Wiegele, to purchase a cold cuddle cot for every maternity hospital in Western Australia.
- Provided internships for two Aboriginal university students in the specialist rehabilitation service, as part of a group wide partnership with CareerTrackers.
- Raised \$625 for Caritas Australia and \$500 for community-based mental health organisation GROW.
- Pledged \$1,000 to the Lions Cancer Institute's, Special Children's Big Day Out.
- Introduced a charity of the year program to allow for funds raised throughout the year to be donated to one worthy organisation.

Year Ahead

- Continue redevelopment in the operating theatre storage areas, kitchen, central sterilising department and the ward areas of the hospital.
- Introduce an outpatient rehabilitation program, a new service that helps people return to everyday activities through a six week program.
- Complete the cognitive impairment project, which aims to improve hospital and community care of patients with dementia and Alzheimers.
- Establish a consumer reference group as part of a commitment to patient-centred care.

St John of God Mt Lawley Hospital Chaplain, Father Brian, blesses the newly refurbished admissions area, part of the \$17 million redevelopment of St John of God Mt Lawley Hospital.





Australia – Western Australia

ST JOHN OF GOD MURDOCH HOSPITAL

Established: 1994

Location: Barry Marshall
Parade, Murdoch

Chief Executive Officer:
Mr John Fogarty

Medical Advisory Chair:
Dr Peter Bremner

Beds: 477

Staff: 1,734

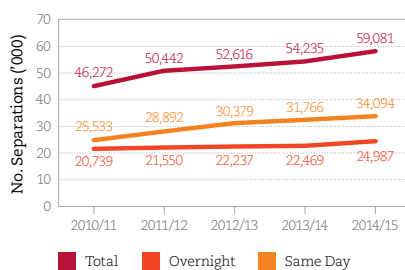
Accredited doctors: 706

**Theatre and procedure
rooms:** 16 theatres, five
endoscopy suites and
two cardiac and vascular
interventional laboratories

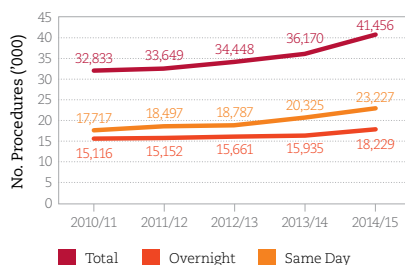
Services: Emergency
department, hospice
care unit, intensive care
unit, cancer treatment
services, elective surgery,
obstetrics, paediatrics,
perinatal infant mental
health and community
mental health.

Performance snapshot

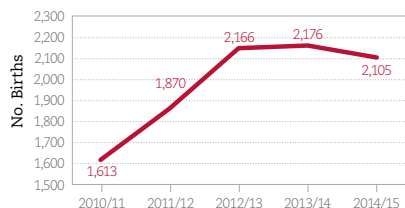
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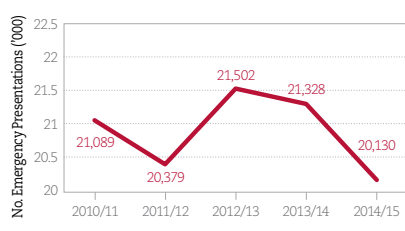
Procedures



Births



Emergency Presentations



Services

- Completed stage one of St John of God Murdoch Hospital's \$236 million redevelopment on budget and ahead of schedule.
- Opened a new cancer centre in August 2014 with 20 treatment chairs and a range of patient amenities.
- Commissioned 90 new inpatient beds in August 2014 and 10 new intensive care unit beds in September 2014.
- Commissioned four new theatres in August 2014 and a further two in November 2014.
- Completed an expansion of the central sterile supply department and kitchen in October 2014 and expansion of the hospital car park.
- Continued stage two of redevelopment including the refurbishment of the original six 1994 wards, the hospital foyer and patient administration area and construction of a new chapel.
- For a second year running, the Emergency Department was rated the 'top large private emergency department in Australia' by patients, and in the top 10% of all public and private emergency departments in the country in the annual Press Ganey Survey.
- Ranked at the 77th percentile for day patient satisfaction in the annual Press Ganey Survey of patients from participating public and private hospitals, up from the 55th percentile last year.
- Introduced the K2MS Guardian in the maternity ward, an electronic foetal monitoring system that allows the treating team to view the cardiotocograph trace of a baby before birth and during labour on a screen in a central station or the obstetrician's phone or tablet.
- Partnered with Murdoch University on a project to further develop simulated training methods, made possible with funding from Health Workforce Australia.

- Implemented ultraviolet light auditing to inspect cleanliness in patient rooms.
- Initiated Western Australia's first dedicated arts television channel for patients, featuring a series of 30 minute episodes that bring to life the artworks in the hospital's art collection.

People

- Roshan Weddickara appointed Director Marketing and Community Relations in March 2015.
- Dean Lavers appointed Director Facilities Management in March 2015.
- Clinical nurse, Brontie Hicks, won the 2015 Ansell H.E.R.O Nurse Service Award in recognition of her lasting impression on peers, patients, the profession and the community.
- Registered nurse, Meagan Taylor, won the Cancer Nurses Society Australia's Peoples' Choice Award for best poster.
- Achieved AS/NZS 4801:2001 and OHS 18001:2007 certification (occupational health and safety standards) and won a WA Worksafe Safety Award for best safety and health management system in the private sector.
- More than 200 new caregivers were recruited as part of the Groundbreaker campaign to support expanded services at the hospital. Of these caregivers, 14 commenced employment supported by a disability employment service.
- Emergency department doctor, Nola McPherson, passed the final exam of the Fellowship of the Australasian College for Emergency Medicine in May 2015.
- Four midwives from the maternity ward qualified as lactation consultants in November 2014 with the International Board of Certified Lactation Consultants. This brings the total number of lactation consultants on the maternity ward to nine.



Community

- Raphael Services at St John of God Murdoch Hospital, in partnership with Fremantle Multicultural Centre, began providing the Circle of Security Program for culturally and linguistically diverse and refugee women. The program provides a supportive environment for women and their children to address any parenting concerns they may have.

Year ahead

- Continue stage two of redevelopment, with the foyer expansion and chapel construction to be finished by December 2015.
- Complete clinical services planning and renewed master site planning in response to expanded services at the hospital.
- Commission a major public artwork for the hospital entrance and foyer.
- Increase clinical collaboration with Fiona Stanley Hospital, including identifying clinical synergies and opportunities to work together across a variety of disciplines.
- Implement a new wayfinding and signage strategy, with the installation of one consistent signage design and system across the campus and the removal of old signage both internally and externally.
- Undergo accreditation through the Australian Council on Healthcare Standards EQuIP National Organisational Wide Survey in August 2015
- Expand the arts program to include live music opportunities in hospital wards.
- Release and launch the inaugural St John of God Murdoch Hospital Centre for Nursing and Midwifery Research Report.



Caregivers from the St John of God Murdoch Hospital's emergency department, which for a second year running was named the 'top large private emergency department in Australia' by patients.



Australia – Western Australia

ST JOHN OF GOD SUBIACO HOSPITAL

Established: 1898

Location: 12 Salvado Road,
Subiaco

Chief Executive Officer:
Dr Lachlan Henderson

Medical Advisory Chair:
Dr Donald Ormonde

Beds: 578

Staff: 2,204

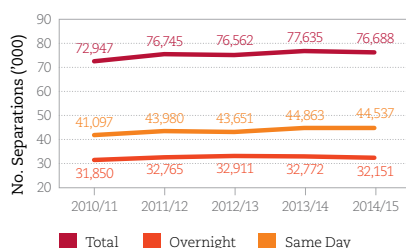
Accredited doctors: 878

**Theatre and procedure
rooms:** 20 theatres, four
endoscopy suites, two
cardiac interventional
laboratories

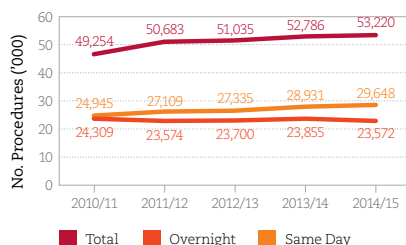
Services: Coronary care
unit, intensive care unit,
paediatric unit, neonatal
intensive care unit, aged
care, cancer treatment
services, obstetrics,
elective surgery, perinatal
infant mental health and
community drug and
alcohol services.

Performance snapshot

Separations



Procedures



Births



Services

- Opened the \$9 million St John of God Wembley Day Surgery in April 2015. The facility has three operating theatres and 23 beds including the capacity to admit eight patients overnight.
- Purchased a Stryker orthopaedic robot in April 2015, the first of its kind in Australia. The robot is currently used for partial knee replacement surgery and allows for more rapid recovery and a shorter hospital stay for patients.
- Commenced an endoscopic ultrasonography service that allows detailed imaging and examination of the oesophagus, stomach lining and others parts of the digestive tract.
- Ranked at the 91st percentile for day patient satisfaction and the 91st percentile for inpatient satisfaction in the annual Press Ganey Survey of patients from the same peer group, the highest results achieved by the hospital in 10 years.
- Ranked at the 99th percentile for doctor satisfaction in annual Press Ganey Survey.
- Published 48 original research articles and caregivers presented their work at a number of local, national and international conferences.
- More than 50 research projects underway as well as 35 clinical trials in oncology.
- Redeveloped the in-house Pharmacy Aseptic Suite to Therapeutics Goods Administration specifications. The improved facilities support the growth of oncology and clinical trial services at the hospital and allow the pharmacy to explore more external commercial opportunities.
- Underwent accreditation through the Australian Council on Healthcare Standards EQulP National Periodic Review achieving 38 'Met with Merits'.

- The Drug and Alcohol Withdrawal Network successfully completed a maintenance accreditation audit against the Standard of Culturally Secure Practice (Alcohol and Other Drug Sector) in June 2015.
- Established free lifestyle and early pregnancy community classes in February 2015 for anyone planning or in the early stages of pregnancy.
- Implemented the first stage of a new online admissions portal, giving patients the option of completing their admission online.
- Introduced an electronic auditing program, Measurement, Assessment and Reporting System, that provides rapid insight and access to a range of data to assist with clinical decision making.
- Installed ICNet software, an automated case management surveillance system designed to help reduce health care associated infections.

People

- The hospital made a number of significant appointments at a senior level throughout the year including Dr Joe Pracilio as Deputy Chief Executive Officer, Dr Andrew Yeates as Director of Strategic Development and Dr Nik Zeps as Head of St John of God Subiaco Hospital Medical Research Network.
- Dr Andrew Wesseldine appointed Director Post Graduate Medical Services (incorporating Director Clinical Physician Training) in October 2014.
- Mr Michael Levitt appointed Clinical Director of Training in Surgery in September 2014.
- Professor Gabriel Lee appointed Head of Department Neurosurgery in June 2015.
- Mr Stephen Archer appointed Head of Department General Surgery in July 2014.
- Professor Francis Lannigan appointed

Head of Department Paediatrics in June 2014.

- Professor Christobel Saunders appointed Director Breast Research in July 2014.
- Dr Joe Pracilio and Dr Nik Zeps appointed to the External Advisory Board for The University of Notre Dame, School of Medicine.
- Professor Eric Visser appointed Churack Chair of Chronic Pain Education and Research in April 2015, a joint appointment with The University of Notre Dame.
- Nurse Practitioner, Jill Kelly, was appointed an Adjunct Senior Lecturer at The University of Notre Dame in March 2015.
- Nurse Practitioner Palliative Care, Louise Angus, and Nursing and Midwifery Research Coordinator, Janie Brown, won Western Australian Nursing and Midwifery Excellence Awards for Excellence in Leadership - Emerging Leader and Excellence in Research.
- Clinical Nurse Specialist, Jeffrey Butterfield, was a finalist in the Western Australian Nursing and Midwifery Excellence Awards for Consumer Appreciation.
- The St John of God Subiaco Hospital soup patrol team won the 2015 Distinguished Team Award from the Red Cross Soup Patrol.
- Long serving and much loved hospital chaplain, Father Bryan Tiernan, retired in January 2015 after eight years of service.

Community

- Reinigorated the consumer advisory committee to include a member group of 18 partners who offer support and input from the perspective of the local community.
- Raised \$7,548 for the Clontarf Foundation, St John of God Subiaco Hospital's Charity of Choice.
- Hospital volunteers raised nearly \$31,800 for various social justice projects.
- Donated \$5,000 to the Emerikus Land Foundation to purchase a cold cuddle cot for a maternity hospital in Western Australia.
- Continued to support various community organisations including Operation Rainbow, CanTeen and Rafiki Surgical Mission. Continued support for Horizon House Dianella and Wanneroo with parent education caregivers providing essential education and support to clients.
- Worked closely with Down Syndrome Western Australia to plan professional development with the organisation through employment opportunities, greater access to services provided and awareness and engagement of caregivers.
- Granted 705 hours of community service leave to 14 caregivers.

Year ahead

- Complete clinical services and site master plans.
- Commence an inflammatory bowel diseases service led by gastroenterologist Professor Ian Lawrance.
- In conjunction with SKG Radiology, install intra-operative computerised tomography (CT) scanning for spinal surgery procedures.
- Create working partnerships with the Medical Heads of Departments to drive adoption of the latest evidence based practice, a culture of audit and continuous improvement, and a commitment to the integration of research into everyday care.
- Expand the research program within neurosurgery, orthopaedics, cardiovascular medicine, gastroenterology and perinatal infant and maternal mental health.
- Commence health services research in collaboration with Curtin University and Murdoch University to further improve services.
- Install six information screens around the hospital to assist with communication and wayfinding.

▶ The new endoscopic ultrasonography service at St John of God Subiaco Hospital means sonographers can take higher quality ultrasound images of internal organs.





Australia –
Victoria

ST JOHN OF GOD ACCORD

Established: 1953

Staff: 323

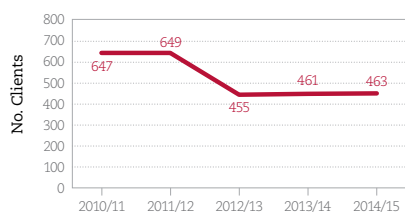
Location: 33 sites across Melbourne's northern and eastern suburbs

Chief Executive Officer:
Mr Tony Hollamby

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

- Opened the new \$8 million purpose-built facility in Greensborough, Victoria, designed to support people over the age of 18 living with intellectual disabilities.
- Supported 463 clients and the Individualised Support Service grew by 34% over the 12 months.
- Finalised and launched the new service delivery model that sets the expectations of both practice and service delivery for clients.
- Commenced specialist services in occupational therapy.
- Realigned the respite services to the eastern Accord Community Engagement Service (ACES), which will allow Accord to offer recreational services as determined under the National Disability Insurance Scheme (NDIS).
- Accord client Jamie Dawes was awarded second prize in the State Trustees CONNECTED Art Exhibition and five other clients were successful in exhibiting their work.
- Received funding from the Department of Health and Human Services Victoria to purchase and install a whirl swing at the ACES Western site.
- Achieved Department of Health and Human Services Standards certification.

- Partnered with AMAZE to deliver autism spectrum disorder workshops for caregivers, including sessions on 'Introduction to Autism Spectrum Disorder' and 'Understanding Behaviour of Autism Spectrum Disorder'.

People

- Chief Executive Officer, Tony Hollamby, presented at the Catholic Religious Australia and Catholic Mission One Heart Many Voices conference in May 2015.
- Tony Hollamby has been working with other disability providers to develop benchmarks for various corporate services, such as human resources and finance.
- Improved in the Press Ganey Caregiver Satisfaction Survey with a caregiver satisfaction mean score of 66 this year compared to 64 last year.
- Long term caregiver, Marie Johnston, was awarded the 'Croce pro ecclesia et pontifice' by Pope Francis in March 2015, for her 40 years of work within the disability sector.
- Achieved AS/NZS 4801:2001 and OHS 18001:2007 certification (occupational health and safety standards).
- ACES Western Program Manager, Peter Newsome, presented to students at Royal Melbourne Institute of Technology (RMIT) on working within the disability sector.
- Offered the Certificate IV in Disability to caregivers in partnership with RMIT. Fourteen caregivers completed the course in 2014.
- Partnered with RMIT and Australian Catholic University to offer student placements for two students undertaking a Certificate IV in Disability and two students undertaking a Bachelor in Occupational Therapy.

Community

- In preparation for the NDIS, family members from the NDIS trial sites in Geelong were invited to meet and speak with the families of current clients from the northern and eastern Accord Community Engagement Services.
- Met with the families of current clients to discuss the rollout of the NDIS and what it means for their family members receiving support.
- Opened a new opportunity shop (op shop) in Arndale, supported by the work of 12 volunteers.

Year ahead

- Finalise a feasibility study into the rebuilding of shared supported accommodation sites in the eastern region of Melbourne.
- Prepare for a 20% increase in clients at the ACES Northern service and a 10% increase in clients at the ACES Eastern service.
- Support additional clients through the Community Respite Service with additional funding from the Department of Health and Human Services Victoria.
- Prepare for AMAZE Autism accreditation, an autism-specific quality assurance framework.
- Continue to prepare for the rollout of the NDIS.

ST JOHN OF GOD BALLARAT HOSPITAL

Established: 1915

Location: 101 Drummond Street North, Ballarat

Chief Executive Officer:
Mr Michael Krieg

Medical Advisory Chair:
Mr Lachlan Dodds

Beds: 196

Staff: 748

Accredited doctors: 353

Theatre and procedure rooms: Five theatres, one endoscopy suite, one cardiac interventional laboratory

Services: Coronary care unit, intensive care unit,

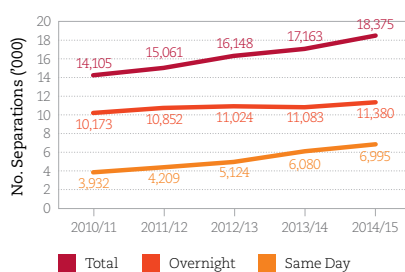
elective surgery, emergency department, rehabilitation unit, obstetrics, oncology, elective surgery, outpatient services, perinatal and infant mental health and community mental health including dual diagnosis services for young people.



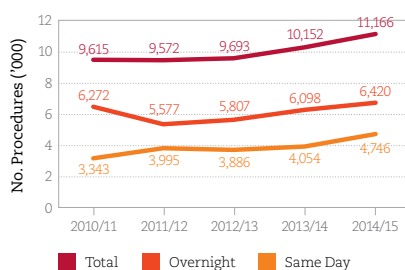
Australia – Victoria

Performance snapshot

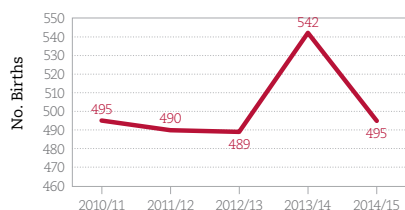
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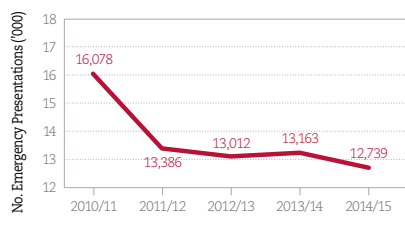
Procedures



Births:



Emergency Presentations



Services

- Celebrated 100 years of service to the Ballarat community and published a book on the history of the hospital.
- Commenced work on a new \$1.7 million day oncology centre and a \$3.1 million electrical upgrade.
- Ranked at the 97th percentile for inpatient satisfaction and the 89th percentile for day patient satisfaction in the annual Press Ganey Survey of patients from hospitals in the same peer group. This is up from the 77th and 83rd percentiles respectively in the previous year.
- Awarded 'Highly Commended' in the 2015 Victorian Public Healthcare Awards for Private Hospital Excellence.
- Underwent accreditation through the Australian Council on Healthcare Standards EQUIP National Organisational Wide Survey in October 2014.
- Continued the Enhancing the Patient Experience Project, a hospital-wide integrated improvement system. More than 120 caregivers trained in process improvement and 100 projects were completed in theatre utilisation, length of stay management and improving patient safety.
- Offered five medical intern placements for the first time, in conjunction with East Grampians Health Service and Maryborough Health Service.

People

- Professor Karen Francis appointed Professor of Nursing in February 2015, a collaborative appointment by St John of God Health Care and Australian Catholic University.
- Sister Assumption Neary awarded an Honorary Doctorate from Australian Catholic University.
- Mr Rod Hansen appointed Director of Finance and Corporate Services in February 2015.

- Dr Vince Russell appointed Director of Medical Services in April 2015.
- Chief Executive Officer, Michael Krieg, was appointed Chair of Grampians Integrated Cancer Service in October 2014.
- Registered nurse, Kylie Cross, received endorsement as Master of Advanced Nursing Practice (Nurse Practitioner) in 2014.
- Registered nurse, Rajesh Kuriakose, was awarded the Australian College of Critical Care Nurses Victoria, Critical Care Nursing Postgraduate Prize.
- Achieved AS/NZS 4801:2001 and OHS 18001:2007 certification (occupational health and safety standards).
- St John of God Health Care and University of New South Wales Chair of Perinatal and Women's Mental Health, Professor Marie-Paule Austin, presented to medical practitioners and midwives.

Community

- Received \$70,000 in donations from the Hospital Auxiliary.
- In collaboration with Ballarat Health Services, St John of God Ballarat Hospital helped a Tongan man, Mr Suliveni 'Asi (Veni), to have a prosthetic leg fitted in Ballarat.

Year ahead

- Complete a redevelopment proposal for additional beds, operating theatres, a level-two intensive care unit and new mental health service, for Board approval in 2016.
- Commission the new day oncology centre and electrical upgrade.
- Upgrade lifts in the medical services building.
- Continue expansion of the Enhancing the Patient Experience Project.



Australia – Victoria

ST JOHN OF GOD BENDIGO HOSPITAL

Established: 1965

Location: 133-145 Lily Street, Bendigo

Chief Executive Officer: Mr Darren Rogers

Medical Advisory Chair: Dr Debbie Kesper

Beds: 122

Staff: 540

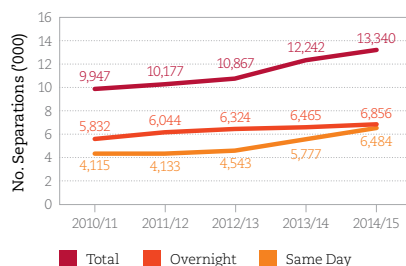
Accredited doctors: 185

Theatre and procedure rooms: Four theatres, one endoscopy suite, one cardiac interventional laboratory

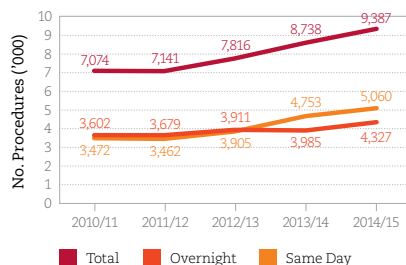
Services: Coronary care unit, intensive care unit, rehabilitation unit, cancer treatment services, obstetrics, elective surgery, outpatient services and perinatal infant mental health.

Performance Snapshot

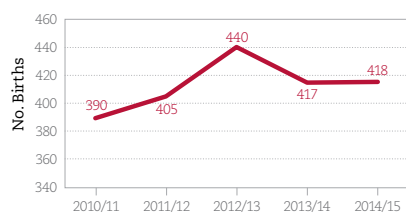
Separations



Procedures



Births



Services

- Commenced stage one of a \$41 million redevelopment project that includes a new three storey inpatient wing, an extra operating theatre and 46 new beds.
- Observed a 14% increase in the number of day surgery patients and a 52% increase in the number of day oncology patients.
- Demand for theatre time continued to increase with the operating theatres running at 93% utilisation.
- Ranked at the 99th percentile for doctor satisfaction and the 86th percentile for inpatient satisfaction in the annual Press Ganey Survey of patients from hospitals in the same peer group.
- Participated as an audit site in a patient identification and procedure matching project that was conducted by the Joanna Briggs Institute.
- Began participation in a three year research project with La Trobe University that is looking at quality systems and implementation of a pathway focused on better quality care outcomes and staff engagement in quality improvement.
- Opened an outpatient breast feeding clinic in June 2015.
- Increased the McGrath Breast Care Nurse hours by one extra day per fortnight in response to high demand for services.
- Expanded the nutrition department to two dietitians, who accept referrals from inpatients and outpatients.
- Became the first hospital in Bendigo to implant a new type of insulin pump into a Type 1 diabetic. This patient is only the 50th person in the world with this new type of pump that replaces four to six injections a day with one injection every three days.

People

- Angela Cahill appointed Deputy Director of Nursing in November 2014.
- Ranked at the 44th percentile for caregiver satisfaction in the biennial Press Ganey Caregiver Satisfaction Survey, up from the 8th percentile in the last survey.
- Assistant Nurse Unit Manager, Jenny Pattinson, was seconded to Timor-Leste to participate in a train the trainers program as a nurse educator.
- Pastoral Practitioner, Anne Wieczorek, was accredited as a provisional pastoral supervisor.

Community

- Invited two members of the patient consumer reference group to attend the hospital operational planning day for managers.
- Ran the first Clinical Pastoral Education course at the hospital, with six graduates.
- Donated theatre time and a hospital room so Fijian man Joseva Bau could receive life changing surgery to correct deformed feet.
- Held two art exhibitions in the hospital atrium, one showcasing the work of local individuals living with a disability and the other with art by caregivers and young people from the local Horizon House.

Year ahead

- Continue stage one of the redevelopment with the new wing scheduled for completion in May 2016.
- Refurbish the cardiac interventional laboratory.
- Prepare for accreditation through the Australian Council on Healthcare Standards EquipNational Organisational Wide Survey.
- Participate in a research project led by Federation University into the impact and effectiveness of face-to-face and web-based simulation on patient deterioration.

ST JOHN OF GOD BERWICK HOSPITAL

Established: 1939

Location: Gibb Street,
Berwick

Chief Executive Officer:
Ms Lisa Norman

Medical Advisory Chair:
Dr Mark Tarrant

Beds: 82

Staff: 335

Accredited doctors: 373

**Theatre and procedure
rooms:** Four theatres

Services: Special care
nursery, obstetrics,

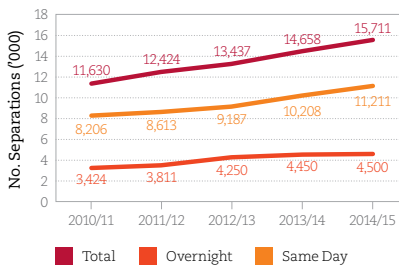
oncology, elective surgery,
medical, endoscopy,
palliative care, sleep
studies and perinatal
infant mental health.



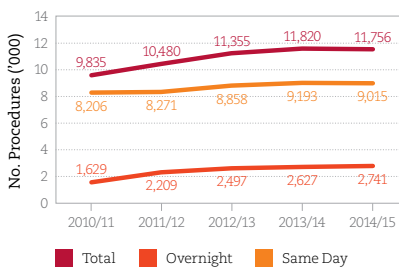
**Australia –
Victoria**

Performance Snapshot

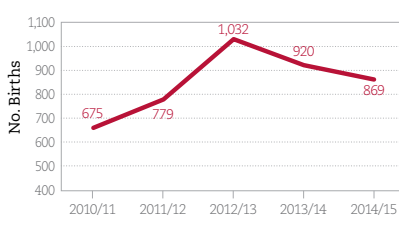
Separations



Procedures



Births



Services

- Officially opened and blessed the St John of God Berwick Day Oncology Centre in May 2015, located within the new St John of God Berwick Specialist Centre, featuring a 12-chair day oncology unit, five consulting rooms and a wellness centre.
- Announced a partnership with Generation Healthcare REIT to build a new \$120 million hospital on Kangan Drive, Berwick. The new hospital will provide 190 beds, six operating theatres, two procedure rooms, a cardiovascular interventional laboratory, six birthing suites, 350 basement car parks and the first intensive care unit and cardiac care unit in the region.
- Marked the 75th anniversary of the hospital with a large community celebration in March 2015.
- Ranked at the 90th percentile for inpatient satisfaction in the annual Press Ganey Survey of patients from participating public and private hospitals.
- Ranked at the 92nd percentile for doctor satisfaction in the annual Press Ganey Survey.
- Commenced multidisciplinary team meetings in April 2015 to discuss specific treatment plans for oncology patients.
- Ranked at the 95th percentile for patient loyalty in a Net Promoter Survey of patients from hospitals in an Australian benchmark group.

People

- Dr John Monagle appointed Director of Medical Services in September 2014.
- Lisa Evans appointed Director of Nursing in October 2014.
- Peter Mulvey appointed Director of Redevelopment in June 2015.
- Eveline Soon appointed Quality and Risk Manager in June 2015.
- Ranked at the 89th percentile for caregiver satisfaction in the biennial

Press Ganey Caregiver Satisfaction Survey.

- Achieved 100% National Audit Tool (NAT), AS/NZS 4801:2001 and OHS 18001:2007 certification (occupational health and safety standards).
- Developed a workforce planning program in preparation for a 34% growth in caregiver numbers when the new hospital opens in July 2017.

Community

- Formed new consumer focus groups for maternity and oncology along with the continuation of the general focus group.
- Launched the Support-Enhance-Expand-Care Closer to Home campaign, with the support of the St John of God Foundation, to raise \$5 million for the continued expansion of the current comprehensive cancer centre and a new cardiac care centre at the new hospital.
- Sixty caregivers volunteered with the St Vincent de Paul Berwick Soup Van.

Year ahead

- Commence construction of the new hospital in late 2015.
- Implement the workforce planning program by starting a database of prospective new caregivers, partnering with tertiary and vocational training institutes and enhancing the skills of current caregivers.
- Commence the operational preparedness program for the hospital.
- Undertake clinical services planning for the current Gibb Street hospital to determine the master site plan.



Australia –
Victoria

ST JOHN OF GOD FRANKSTON REHABILITATION HOSPITAL

Established: 1976

Location: 255-265
Cranbourne Road,
Frankston

Chief Executive Officer:
Mrs Sally Faulkner

Medical Advisory Chair:
Dr Geoffrey Abbot

Beds: 69

Staff: 214

Accredited doctors: 27

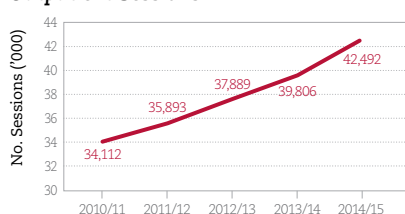
Services: Rehabilitation
unit, outpatient services.

Performance snapshot

Separations



Outpatient Sessions



Services

- Increased rehabilitation services with the provision of more than 42,000 sessions this year up from 39,000 the previous year.
- Expanded the Movement Disorders (MD) Program by appointing an MD specialty nurse and organising specialist training for five allied health caregivers in evidence based, Parkinson's disease specific outpatient programs.
- Introduced Duodopa infusion intestinal gel therapy for the treatment of Parkinson's disease, in collaboration with St John of God Berwick Hospital.
- Commenced an outpatient chronic disease management program at the hospital after a successful trial at St John of God Berwick Hospital in 2014.

- Relocated the self-managed hydrotherapy sessions to the Peninsula Aquatic Recreation Centre due to an increase in demand for the structured outpatient hydrotherapy program at the hospital.
- Underwent accreditation through the Australian Council on Healthcare Standards EQUIP National Organisational Wide Survey in October 2014, achieving 19 'Met with Merits'.
- Ranked at the 99th percentile for inpatient and outpatient satisfaction in the annual Press Ganey Survey of patients from hospitals within the same private hospitals benchmark group.
- Participated in a collaborative research project with La Trobe University into the benefits of hydrotherapy for patients with Parkinson's disease.

People

- Pulmonary Program Coordinator, Jo McLaren, partnered with Peninsula Health in a telehealth study into chronic heart failure.
- Cardiac Program Coordinator, Emma Boston, became a member of the organising committee for the Australian Association of Cardiovascular Health and Rehabilitation's 25th Anniversary Conference to be held in Melbourne in August 2015.

Community

- Partnered with Peninsula Community Ownership Foundation for the fifth year to support Open Family Australia, providing \$60,000 to fund an outreach worker to assist homeless and at-risk young people in Frankston.
- Medical Advisory Chair, Dr Geoff Abbott, travelled to Nepal as part of a rehabilitation team coordinated by Royal Melbourne Hospital. St John of God Frankston Rehabilitation Hospital donated medical supplies to assist the team.

- Held a Community Open Day in April 2015, with over 90 visitors attending the hospital to learn about all aspects of Parkinson's disease.
- Developed relationships with two disability employment services and a training facility to provide work placements for people with a disability.
- Eighteen caregivers volunteered with Frankston Community Breakfasts, with the hospital continuing to provide food supplies on a monthly basis.

Year ahead

- Refurbish patient rooms, general ward areas and consulting suites in early 2016.
- Introduce a yoga program for patients with Parkinson's disease in July 2015.
- Introduce a new supportive care model for patients with life-limiting illnesses who, through their treatment or therapy journey, require a specific reconditioning program.
- Collaborate with St John of God Pinelodge Clinic and St John of God Berwick Hospital to establish a chronic pain service.
- Complete a review of all outpatient services to ensure ease of access and improved patient flow.
- Participate in collaborative research with the Florey Institute of Neuroscience and Mental Health into sensory assessment and rehabilitation in clinical settings.

ST JOHN OF GOD GEELONG HOSPITAL

Established: 1905

Location: 80 Myers Street,
Geelong

Chief Executive Officer:
Mr Stephen Roberts

Medical Advisory Chair:
Mr Peter Callan

Beds: 252

Staff: 914

Accredited doctors: 430

**Theatre and procedure
rooms:** 12 theatres, one
cardiac interventional
laboratory

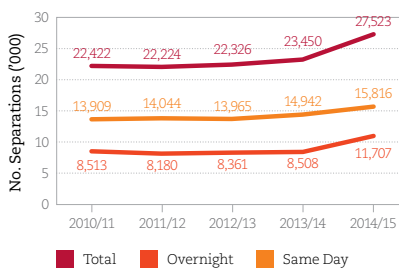
Services: Emergency
department, critical care
unit, cardiology, oncology,
medical, surgical,
obstetrics, rehabilitation,
perinatal and infant
mental health and
community youth
mental health.



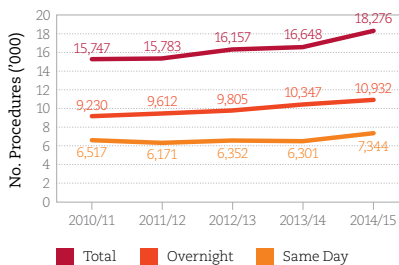
Australia – Victoria

Performance snapshot

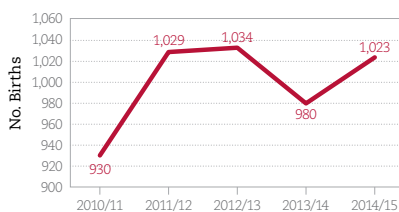
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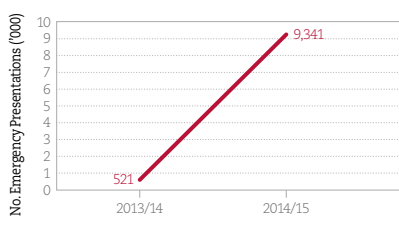
Procedures



Births



Emergency Presentations



Services

- Commenced a \$20 million redevelopment project that includes a new intensive care unit, education centre, cardiac interventional laboratory, expanded imaging services and staff amenities.
- Introduced an endoscopic retrograde cholangiopancreatography service, a diagnostic procedure used to diagnose and investigate diseases of the liver, bile duct and pancreas.
- Commenced a bronchial thermoplasty service, a new treatment for patients suffering from chronic asthma.
- Ranked at the 99th percentile for day patient satisfaction and inpatient satisfaction in the annual Press Ganey Survey of patients from hospitals in the same peer group, the highest ranked hospital of its size Australia wide.
- Secured \$100,000 of funding from the Harry Secomb Foundation and \$100,000 of funding from The Percy Baxter Charitable Trust for a planned education centre.
- Received a \$90,000 grant from The Percy Baxter Charitable Trust for the purchase of specialist medical equipment to support the expansion of cardiac services.
- Completed implementation of electronic scanned medical health records.
- Introduced new technology in the food services and central sterilising departments to reduce manual handling tasks.

People

- Dr Neil Orford appointed Director of Intensive Care in February 2015.
- Introduced a clinical nurse consultant to enhance patient support in the area of pain management.
- Introduced resident medical cover in collaboration with the public hospital and Barwon Health's Geelong University Hospital, to enhance patient care.

- Chief Executive Officer, Stephen Roberts, was appointed to the St Laurence Community Services Board.
- Ranked at the 99th percentile for caregiver satisfaction in the biennial Press Ganey Caregiver Satisfaction Survey.
- Achieved AS/NZS 4801:2001 and OHS 18001:2007 certification (occupational health and safety standards).
- Launched the St John of God Geelong Hospital and Deakin University Clinical School to support undergraduate nursing education.

Community

- Established a partnership with disability service provider, Karingal Kommercial, to supply pre-prepared vegetables for the hospital kitchen.
- Collaborated with Geelong Local Learning and Employment Network to host Aboriginal secondary school students as part of a program to increase awareness of career opportunities in health care and community services.
- Ran the first Clinical Pastoral Education course at the hospital, offering training opportunities for six interns.
- Granted 128 hours of community service leave to four caregivers who travelled to Viqueque, Timor-Leste and Fiji to increase local capacity and enhance health outcomes.

Year ahead

- Establish a new cardiac surgery service.
- Establish a cardiac rehabilitation program and a falls and balance management and prevention program.
- Continue to review length of stay and patient flow to maximise efficiency and financial stewardship.
- Expand the in-house resident medical officer cover to support hospital growth.
- Prepare for accreditation through the Australian Council on Healthcare Standards EQUIP National Periodic Review.



Australia –
Victoria

ST JOHN OF GOD PINELODGE CLINIC

Established: 1980

Location: 1480 Heatherton Road, Dandenong

Chief Executive Officer:
Ms Tracey Tobias

Medical Advisory Chair:
Dr Igor Shvetsov

Beds: 54

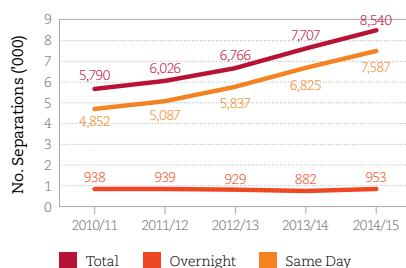
Staff: 147

Accredited doctors: 31

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

Performance snapshot

Separations



Services

- Introduced repetitive transcranial magnetic stimulation (rTMS) for the treatment of medication resistant depression and anxiety.
- Introduced new day programs, including an interpersonal effectiveness group, chronic pain management group and mindful art therapy.

People

- Tracey Tobias appointed Chief Executive Officer/Director of Nursing in November 2014.
- Tessa Moriarty appointed Clinical Risk and Quality Manager in July 2014.
- Expanded the number and specialty range of visiting medical staff, including recruiting specialists with specific interests in refugee mental health and women's mental health.
- Ranked at the 95th percentile for caregiver satisfaction in the biennial Press Ganey Caregiver Satisfaction Survey.

Community

- Continued a partnership with Victorian mental health service, Ernhha, by providing funding for the Origins program – a program that cares for recently arrived migrants who experience mental health issues.
- Donated \$500 worth of food each month to the Anglicare food cupboard, which provides food to people in need in the Dandenong area.
- Funded a play group at the local Anglican Church.
- Donated furniture on a regular basis to the St Vincent de Paul Society.
- Continued delivery of a community outreach program to a complex range of patients. This model of care allows patients with difficult mental health conditions to receive treatment and support in their own homes.

Year ahead

- Offer the rTMS service as an outpatient service.
- Develop a comprehensive and multidisciplinary model of care with an emphasis on the holistic wellbeing of clients.
- Introduce an expanded support program for carers and family members in response to feedback from the community.
- Conduct a feasibility study for an expansion of Pinelodge Clinic that will include additional inpatient, day therapy and consulting suite spaces.



St John of God Pinelodge Clinic celebrated 10 years as part of the St John of God Health Care family.

ST JOHN OF GOD WARRNAMBOOL HOSPITAL

Established: 1939

Location: 136 Botanic Road, Warrnambool

Chief Executive Officer:
Mr Trevor Matheson

Medical Advisory Chair:
Mr Robert Toma

Beds: 73

Staff: 210

Accredited doctors: 142

Theatre and procedure rooms: Three theatres

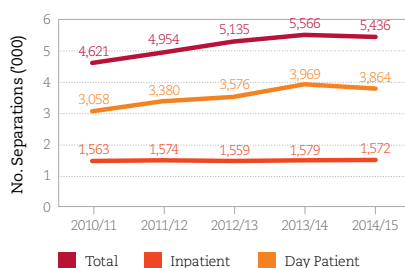
Services: Oncology unit, psychiatric unit/ward, rehabilitation unit, cancer treatment services, elective surgery, outpatient services and community mental health.



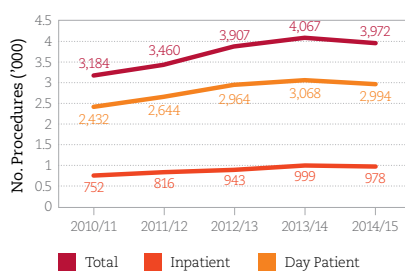
**Australia –
Victoria**

Performance snapshot

Separations



Procedures



Services

- Opened the refurbished Glenrye Centre in July 2014, with a refreshed interior, remodelled front entrance and new private reflection area.
- Performed 22 public elective surgeries under a new contract with the Victorian Department of Health, to reduce elective surgery times in south west and western Victoria.
- Celebrated 75 years of service to the Warrnambool community in October 2014.
- Underwent accreditation through the Australian Council on Healthcare Standards EQUIP National Organisational Wide Survey achieving 19 'Met with Merits'.
- The Glenrye Centre underwent the Australian Council on Healthcare Standards National Standards for Mental Health Services accreditation in November 2014, receiving with no recommendations for improvement.
- Observed a 5% increase in outpatient numbers across allied health, diabetes and dietetics services delivered through the Health Services Centre.
- Ranked at the 90th percentile for day patient and inpatient satisfaction in the annual Press Ganey Survey of patients from participating public and private hospitals.
- Ranked at the 70th percentile for doctor satisfaction in the annual Press Ganey Survey.
- Purchased specialised equipment to support bariatric patient care, including an operating table, chairs, treatment tables and over-toilet frames that can safely hold weights of up to 180kg.

People

- Trevor Matheson appointed Chief Executive Officer in June 2015.
- Recruited an additional six medical specialists within the fields of rehabilitation medicine, general practice, anaesthetics and general/ bariatric surgery.

- Participated in the Postgraduate Medical Council of Victoria's Medical Intern Placement Program for the first time, with five interns rotating through St John of God Warrnambool Hospital and Warrnambool Base Hospital.
- Ranked at the 70th percentile for caregiver satisfaction in the biennial Press Ganey Caregiver Satisfaction Survey.

Community

- Signed a Memorandum of Understanding with Gunditjmarra Aboriginal Cooperative in February 2015 to progress a range of initiatives that will benefit Indigenous health in the region.
- Physiotherapist, Karina Creed, took six months community service leave to work with the Mukti Orphanage in India.
- Continued to donate clothing and goods to the Salesian Mission Orphanages in Timor-Leste.

Year ahead

- Establish new consulting rooms in Hamilton in collaboration with the local parish, local medical providers and Western District Health Service.
- Commence a new urology service, including stone removal surgery which is currently not available in Warrnambool.
- Develop a Memorandum of Understanding with local secondary schools to provide specialist treatment and support to students.
- Begin a mental health nurse incentive program to deliver chronic mental health treatment and support to the primary care sector.
- Continue to expand rehabilitation services into areas of unmet demand in the community.
- Expand the car park facilities to improve access for patients, caregivers and doctors.



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: 95

Staff: 212

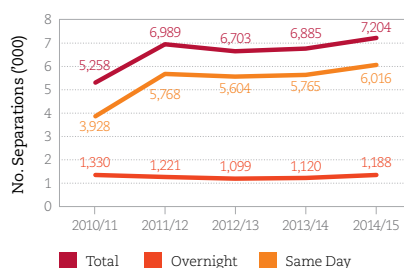
Accredited doctors: 57

Theatre and procedure rooms: One ECT Suite

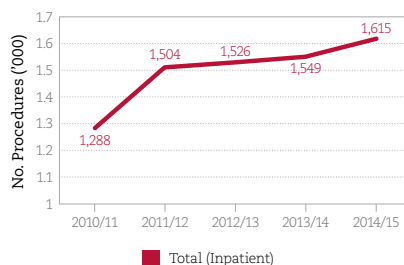
Services: Inpatient, outpatient and day programs, perinatal infant mental health and community homes for people with chronic mental health who would otherwise be homeless.

Performance snapshot

Separations



Electroconvulsive Therapy Procedures



Services

- Partnered with Wesley Mission to provide admission for mothers and infants to the Mother and Baby Unit (MBU) through their Mums and Kids Matter program.
- Was successful in a tender to provide alcohol and other drug, anger management, anxiety management, depression management, pain management and sleep management programs to Department of Veterans Affairs outpatient clients.
- Continued to focus on perinatal and infant mental health research through the Perinatal Women's Mental Health Unit (PWMHU) and MBU, led by St John of God Health Care and University of New South Wales Chair of Perinatal and Women's Mental Health, Professor Marie-Paule Austin.

- The PWMHU was the Australian partner on a major research project funded by the Canadian Institute of Health Research and the Women and Children's Health Research Institute at the University of Alberta.

People

- Cindy Foot appointed Director of Nursing in July 2014.
- Chief Executive Officer, June Mattner, was awarded the title of Clinical Associate Professor of Australian Catholic University in October 2014 for a three year period.
- June Mattner was invited to join the Burwood Council Economic Advisory Panel to discuss and recommend initiatives that support and boost the local economy.
- Professor Marie-Paule Austin was a keynote speaker at the International Marcé Society Perinatal Mental Health Scientific Conference in Swansea, United Kingdom.
- Professor Marie-Paule Austin, Research Officer Carolyn Yin and the Burwood team convened an annual Perinatal Mental Health Seminar in November 2014.
- Director of Allied Health, Ian Smith, presented on harassment and discrimination in the Australian workplace at the No 2 Bullying Conference in Queensland.
- Senior Research Associate, Nicole Reilly, was awarded the University of New South Wales' Dean's List Award, which acknowledges the achievements of young researchers.

Community

- Joined a consortium of 10 organisations to open a new headspace centre in Ashfield, New South Wales to provide early intervention mental health services to 12-25 year olds.
- Twenty caregivers entered the Dragon Abreast Australia Festival Race Day and raised more than \$4,000 to support breast cancer patients recovering from treatment.
- Raised \$1,000 for St Joseph's Hospital in Monrovia, Liberia, to support their work during the Ebola outbreak and raised \$700 for victims of the Nepal earthquakes.

Year ahead

- Undergo accreditation through the Australian Council on Healthcare Standards EQuIP National Organisational Wide Survey in May 2016.
- Establish an inpatient transcranial magnetic stimulation program, offering patients a modality of treatment for treatment-resistant depression.
- Celebrate the 20-year anniversary of the Casa Venegas community home service for people with chronic mental health issues, in May 2016.
- Convene the fourth annual St John of God Burwood Hospital and South Eastern Sydney Local Health District's Perinatal Mental Health Seminar.
- Introduce a mobile health application called 'Wellness' to support mental health patients after discharge.
- Continue a partnership with Bupa Australia to develop a mobile phone application that will allow women to initiate their own assessment of risk factors for anxiety and depression.

ST JOHN OF GOD RICHMOND HOSPITAL

Established: 1952

Location: 177 Grose Vale Road, North Richmond

Chief Executive Officer:
Mr Strephon Billinghamurst

Medical Advisory Chair:
Dr Jeffrey Bertucen

Beds: 88

Staff: 194

Accredited doctors: 40

Theatre and procedure rooms: One ECT Suite

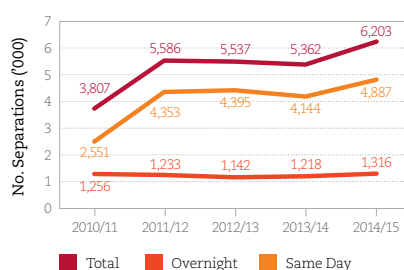
Services: Inpatient, outpatient and day mental health programs and perinatal infant mental health.



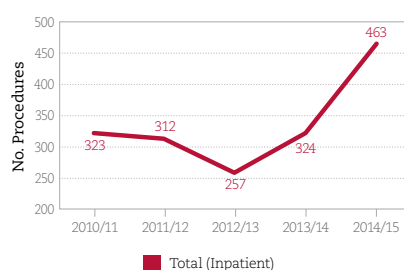
Australia –
New South Wales

Performance snapshot

Separations



Electroconvulsive Therapy Procedures



Services

- Enhanced the post traumatic stress disorder program, including improved outcome measures, refined program content and expanded inclusion criteria.
- Introduced massage therapy, hairdressing and a community garden on site in response to feedback from the Consumer Participation Advisory Committee.
- Celebrated 20 years of the post traumatic stress disorder program at St John of God Richmond Hospital.
- Commenced a volunteer program in February 2015, with six volunteers providing transport to outpatient programs and support with living skills.

- Participated in various research projects led by St John of God Health Care and University of New South Wales Professorial Chair of Trauma and Mental Health, Professor Zachary Steel.

People

- Appointed six additional medical officers to cater for a broader range of psychiatric presentations.
- Chief Executive Officer, Strephon Billinghamurst, was appointed as a member of the Australian College of Mental Health Nurses' Credentialing Committee.
- Manager Raphael Centre Blacktown, Maya Drum, was appointed Adjunct Associate Professor at the University of Western Sydney.
- Visiting medical officer Saroja Krishnaswamy was appointed a Professor in Psychiatry at University of Western Sydney.
- Partnered with University of Western Sydney to offer a postgraduate certificate in mental health nursing.
- Expanded the student placement program for psychologists, which resulted in improved clinical consultation within the allied health team.

Community

- Partnered with community volunteer organisation, Living In Communities Volunteer Scheme, to provide funding and a new home base for the organisation.
- Partnered with NOVA employment agency, a disability service provider, to support patients to gain employment while also providing workplace opportunities for people with disability.
- Partnered with the Windsor Hub to provide social work and case management support for discharged patients.

- Partnered with DefenceCare, Returned Service League of Australia, LifeCare, Holsworthy Barracks and Singleton Base to expand the services offered for the treatment of post traumatic stress disorder.
- Held the first continuing professional development (CPD) education events at the hospital for local general practitioners.
- Convened the second annual Perinatal Infant Mental Health Conference in May 2015, with more than 130 psychologists, nurses and mental health workers attending.

Year ahead

- Appoint a new Director of Nursing in July 2015.
- Complete a clinical services review and redevelopment proposal for new patient accommodation and a new medical centre and counselling and therapy centre.
- Introduce a new transcranial magnetic stimulation service for the treatment of depression.
- Commence an obsessive compulsive disorder support group program.
- Become a Royal Australian College of General Practitioners' accredited training provider, to enable the hospital to offer accredited education events for general practitioners.
- Investigate the feasibility of a mobile phone application to allow more convenient and detailed assessment of patient changes during their participation in the obsessive compulsive disorder and post traumatic stress disorder programs.



New Zealand

ST JOHN OF GOD HAUORA TRUST

Locations: New Zealand

Chief Executive Officer
Mr Steve Berry

Beds: 106

Staff: 263

Services: Long-term residential support for people aged 18-65 with physical and neurological disabilities (Halswell and Wellington); supported accommodation (Addington and Selwyn); youth and social services,

and early childhood centre (Waipuna); rehabilitation and therapy (Halswell).

Services

- Opened a second supported-living home in Canterbury in February 2015, achieving full occupancy in four weeks.
- Commenced redevelopment of the Trust Office at St John of God Halswell into a five-bed residential care unit, with the Trust Office relocating to the Christchurch central business district.
- Provided 40,888 bed nights in residential care and community living facilities to 160 people with a physical or neurological disability across Health and Ability Services.
- Achieved bed occupancy targets of over 90% across Health and Ability Services.
- Delivered counselling to 503 young people and social work support to 244 young people across Community, Youth and Child Services.
- Relaunched Little Owls' Preschool with extended hours and payment flexibility, delivering 47,687 early childhood education hours.
- Supported 204 young parents through the delivery of 21 young parent education groups across 144 sessions.
- Experienced a 50% increase in young people supported by our Adventure Therapy programmes.
- Increased Health and Ability Services' utilisation of physiotherapy, occupational therapy, speech and language therapy, hydrotherapy and counselling services.
- Was successful in an application to the Canterbury District Health Board to provide a pregnancy and parenting education programme for young parents across greater Christchurch.
- Received additional funding from Ministry of Social Development for the Earthquake Support Coordination Service, to meet increased community need.
- Completed the four-year \$8 million (AUD) post-earthquakes capital works programme.

People

- George Anderson appointed National Manager Fundraising and Marketing in June 2015.
- Health and Ability Services Northern partnered with Careerforce and Whitireia Community Polytechnic to provide caregivers with the opportunity to pursue national qualifications and clinical training.
- Negotiated a partnership with Te Pou to double core training for Health and Ability Services caregivers incorporating client-led feedback.
- Piloted a workforce development program focused on the renewal and embedding of values, ethos, skills, knowledge and attitudes as a basis of excellence in service delivery.

Community

- Renewed the Community Action Youth and Drugs (CAYAD) contract with the Ministry of Health, for three years to 2018.
- Received funding from a record number of 25 local government organisations, community groups, businesses or philanthropic groups to deliver a range of social services.
- Increased resident community time from 0.9% to 12.3% at St John of God Halswell and increased community programs at St John of God Wellington by 73%.
- Key foundation partner in the East Collective capacity building project funded by the Ministry of Social Development, growing non-government and community organisation capacity in Christchurch.
- Established a community garden at St John of God Waipuna, with produce donated to youth and family organisations.
- Continued key community inclusion programs such as hosting the Halswell Menzshed at St John of God Halswell and the continuing Linkage Programme between St John of God Wellington and Karori West primary school.

Year ahead

- Implement a balanced scorecard reporting system.
- Open the five-bed residential Pampuri unit at St John of God Halswell.
- Establish feasibility of a new five-bed community home near Wellington.
- Establish feasibility of a new Community, Youth and Child Services hub in the north Canterbury region to support young people in more communities.
- Implement the innovative Housing Opportunities for Parental Enhancement (HOPE) social housing project providing young parents with housing, education and parenting support.
- Introduce the 'My Life' model of care at Health and Ability Services Northern after successful implementation across Health and Ability Services Southern.

ST JOHN OF GOD PATHOLOGY

Established: 1940s in Western Australia and 1968 in Victoria

Locations: 16 laboratories and 176 collection centres throughout Western Australia and Victoria

Chief Executive Officer: Mr Michael Hogan

Staff: 1,278

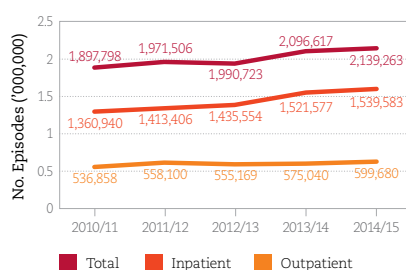
Services: Anatomical pathology, haematology, biochemistry, serology, microbiology, immunology and molecular oncology.



Australia –
National

Performance snapshot

Pathology episodes



Services

- Opened six new collection centres across Victoria and Western Australia.
- Upgraded the regional laboratory biochemistry analysers to maintain an optimum service to patients by utilising the latest technology.
- Introduced molecular microbiology pathology testing in the core laboratory in Victoria to deliver a wider range of testing and to improve the test result turnaround times to referring doctors.
- Upgraded the laboratory information system software in Western Australia to ensure service consistency.

People

- Patricia Fonay appointed Director of Mission in January 2015.
- Mahtab Minai appointed Victorian Operations Manager in November 2015.
- Pathologists Dr Damon Bell and Dr Chris Hemmings published significant research findings from research conducted throughout the year.
- Continued to partner with Curtin University, with students participating in pre-analytical and laboratory placements in Western Australia.
- Continued to partner with The University of Notre Dame to offer biomedical student placements at St John of God Pathology laboratories.

Community

- Supported Homeless Healthcare (Mobile GP) and Street Doctor Perth and Fremantle by providing diagnostic testing.
- Provided internships for four Aboriginal university students in the diagnostic pathology setting, as part of a group wide partnership with CareerTrackers.
- Provided funding to the Swan City Youth Service to employ a youth worker.
- Provided financial support to the Barwon Health Foundation, a philanthropic body created to enhance the delivery of comprehensive health services in the greater Geelong area.
- Sponsored Karingal BacLinks, a program that educates, supports and creates opportunities for community agencies to engage with each other to achieve community goals.

Year ahead

- Commission the St John of God Midland Public and Private Hospitals' laboratory and collection centre.
- Finish construction of a new laboratory and commissioning of a collection centre in Berwick.
- Implement new immunohistochemistry and in situ hybridisation and serology testing equipment in the laboratories across Western Australia and Victoria.
- Launch a new mobile-enabled results platform so doctors can access test results on their smartphones and tablets.
- Undergo AS/NZS 4801:2001 and OHS 18001:2007 certification (occupational health and safety standards) in July 2015.



Australia – National

ST JOHN OF GOD HEALTH CHOICES

Established: 2009

Locations:

Vic: Ballarat, Bendigo, Berwick, Geelong, Melbourne, Warrnambool

WA: Murdoch, Subiaco, Mandurah

National Operations

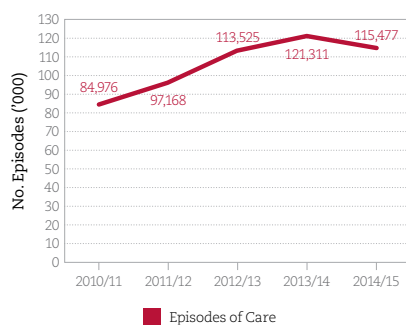
Manager: Mr Colin Young

Staff: 143

Services: Home nursing and personal care.

Performance snapshot

Episodes of care



Services

- Undertook approximately 115,500 nursing and personal care visits and travelled more than 1.5 million kilometres.
- Commenced Hospital in the Home services from St John of God Geelong Hospital in March 2015. The service allows patients to receive acute clinical services in their own home, reducing the number of days they spend in hospital.
- Underwent accreditation through the Australian Council on Healthcare Standards EQuIP5 Periodic Review achieving 'Moderate Achievements' across all mandatory criteria.
- Invited to participate in a review of the draft guide for community health services, which interprets the applicability of the National Safety and Quality Health Service Standards for use in a home nursing setting.
- Health Choices Warrnambool was recognised for its business excellence in the delivery of nursing and personal care with a Powercor Business Excellence Award for Community/Government Enterprise.

People

- Revised the leadership structure and appointed a National Operations Manager and general managers for both Victoria and Western Australia.

Community

- Increased resident participation in diversionary therapy programs funded by St John of God Health Choices for residents of VincentCare Victoria's inner Melbourne Hub (Ozanam House).
- Completed a pilot program for youth counselling in partnership with VincentCare Victoria's Northern Community Hub.
- Increased funding to the Esther Foundation in Western Australia to expand their resource library and art therapy program.
- Caregivers donated food, clothes and children's toys to marginalised and disadvantaged people living in Ballarat, Bendigo, Warrnambool and inner Melbourne communities.

Year ahead

- Continue to expand Hospital in the Home and other acute services across Victoria and Western Australia, providing patients with an alternative to hospital treatment where suitable.
- Develop nursing services for oncology patients in the home setting.
- Further engage the communities we serve to ensure that the services we offer are contemporary, of high quality and meet the needs of our stakeholders.
- Introduce an expanded youth counselling program in partnership with VincentCare Victoria's Northern Community Hub, to increase the number of young people accessing counselling.

ST JOHN OF GOD SOCIAL OUTREACH

Established: 2002

Locations: Western Australia, New South Wales, Timor-Leste and Papua New Guinea

Group Director:
Ms Bev East

Staff: 87

Services: Directly manage services in the areas of Early Years (Raphael Services and Aboriginal perinatal mental health training), Youth Services (Horizon House and youth outreach) and International Health

(capacity building programs in Timor-Leste and Papua New Guinea). Oversee group wide strategy for development of Social Outreach services operated by divisions.



Australia –
International

St John of God Social Outreach aims to improve community health and wellbeing by filling gaps in the provision of essential services.

We look for opportunities where our expertise can have the most positive impact on the lives of people in need.

Our Social Outreach services are available to all members of the community free of charge or at minimal cost and are underpinned by the principles of early intervention, prevention and capacity building.

Early Years (conception to four years of age)

- Developed a secondary specialist model of care for Raphael Services to achieve a nationally consistent, medically led, multi-disciplinary approach to service delivery.
- Commenced development of the Connected Parenting project, a training program to support the emotional, physical and social wellbeing of Aboriginal families.
- Secured \$162,000 of funding from Western Australian Mental Health Commission and \$46,080 of funding through the Rural Health Alliance for the Connected Parenting project.
- The Perinatal and Infant Mental Health Project was a finalist in the 2014 Western Australian Mental Health Good Outcomes Awards for improved mental health outcomes delivered in partnership.
- Introduced a new electronic practice management system across Raphael Services nationally.

Youth Services (12 to 25 years of age)

- Began implementation of a new model of care for Horizon House that introduces a two-tiered step-down approach to support gradual transition into independent living.
- Opened Lana House in Midland, Western Australia, in partnership with Rise Network. Lana House provides transitional accommodation for young homeless mothers and their baby.
- Acquired 10 transitional accommodation beds to support the new step-down model of care.
- Secured \$60,000 in funding to employ a youth engagement officer who visits chronically truant youth who do not leave their homes due to issues with anxiety, depression or computer gaming addiction.
- Provided funding to Rise Network to employ a case manager to work with homeless youth within the Midland area in Western Australia.

International health

- Celebrated the 10-year anniversary of the St John of God Pathology Development Program in Timor-Leste.
- Opened a central pathology collection centre at Hospital Nacional Guido Valadares, resulting in a 50% reduction in the turnaround time for results.
- Established a courier service to bring blood tests from Dili's six community health centres to the new pathology collection centre, increasing workload by more than 40%.
- Secured a third annual funding agreement with ConocoPhillips to support capacity building programs in Timor-Leste.
- Delivered five babies in the new birthing suite at Walamu Health Clinic in Papua New Guinea, opened in October 2014.

People

- Bev East appointed General Manager in April 2015.
- Ros Fahey appointed Director Youth Services in December 2014.
- Andrea Shaw appointed Country Manager Timor-Leste in February 2015.

Year ahead

- Introduce satellite, spoke and tele-psychiatry Raphael Services to increase reach and improve accessibility.
- Secure two new tier-one Horizon Houses to provide long-term accommodation and intensive support for homeless youth.
- Secure additional transitional beds for young people ready to move on from the intensive support provided at tier-one Horizon Houses.
- Renegotiate the Nursing Development Program in Timor-Leste and implement a new five-year plan.
- Review the Pathology Development Program in Timor-Leste and report on progress against the second five-year plan.



MAKO

RiO Robotic Arm Interactive
Orthopedic System

Orthopaedic surgeons Dr Gavin Clark and Dr Dermot Collopy with the new Stryker orthopaedic robot technology at St John of God Subiaco Hospital.

EXCELLENCE

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and training

EXCELLENCE IN CARE

Excellence in care is an integral part of St John of God Health Care's Mission. It is one of the guiding principles in our Vision and is captured in our number one strategic priority 'To be a recognised leader in the Australian health sector for the provision of high quality care.'

Quality and clinical risk

Significant work has been undertaken over the past 12 months to ensure continuous improvement in clinical quality and risk management.

In 2014/15, in addition to the independent and nationally benchmarked 2015 Press Ganey surveys, St John of God Health Care introduced an additional survey, the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) patient experience survey, which assessed how frequently elements of care were done.

These results were benchmarked against 240 hospitals with international 'Magnet' status, a US-based organisation credential awarded to health care organisations that meet American Nurses Credentialing Center (ANCC) standards for quality patient care, nursing excellence and innovations in professional nursing practice.

Patient/client satisfaction surveys

In 2014/15, St John of God Health Care achieved its highest ever inpatient satisfaction mean score and was positioned at the 86th percentile of all private peers in the Press Ganey survey.

St John of God Frankston Rehabilitation and Geelong Hospitals were ranked by inpatients as 'best in class' (99th percentile) of private hospitals surveyed by Press Ganey in Australia and St John of God Ballarat and Subiaco Hospitals were ranked at the 90th percentile.

Our emergency departments also scored in the top quartile for private emergency departments in the Press Ganey survey, with St John of God Murdoch Hospital achieving 'best in class' (99th percentile).

For the sixth year in a row, day patients ranked St John of God Geelong Hospital as 'best in class' (99th percentile) in the Press Ganey survey and St John of God Ballarat, Murdoch and Subiaco Hospitals were ranked in the top quartile by day patients.

Six of the divisions that were surveyed in the HCAHPS patient experience survey achieved top quartile rankings against all Australian hospitals surveyed by Press Ganey (St John of God Ballarat, Bendigo, Berwick, Frankston Rehabilitation, Geelong and Geraldton Hospitals) and four divisions (St John of God Geraldton, Berwick, Geelong and Ballarat Hospitals) achieved top quartile rankings compared to the 240 hospitals with Magnet status.

When asked to rate their experience, with a 10/10 rating being the 'best hospital possible', 68% of inpatients rated their experience 9/10 or 10/10.

Patients were also asked if they would recommend the hospital to friends and family and 78% of inpatients said 'definitely yes'.

Doctor satisfaction surveys

Doctor satisfaction decreased marginally in 2014/15 compared to 2013/14 however two divisions, St John of God Bendigo Hospital and St John of God Subiaco Hospital achieved 'best in class' (99th percentile) rankings against private peers, and St John of God Berwick, Bunbury, and Subiaco Hospitals achieved top quartile performance.

In 2015, 40% of St John of God Health Care doctors considered themselves 'dedicated partners', which represents stronger engagement than for the not-for-profit sector as a whole.

Accreditation

Our hospital divisions are accredited by the Australian Council on Healthcare Standards (ACHS) against the Evaluation and Quality Improvement Program (EQiP) National Program, which incorporates the Australian Commission on Safety and Quality in Health Care's (ACSQHC) 10 National Safety and Quality Health Service (NSQHS) Standards plus the five additional ACHS standards. Health Choices is accredited under EQiP5 standards.



St John of God Frankston Rehabilitation Hospital rated highly in the annual Press Ganey surveys, with inpatient and outpatient results ranking the hospital 'best in class'. Pictured: patients taking part in a group physiotherapy session at St John of God Frankston Rehabilitation Hospital.

Highlights:

- The five hospitals that underwent accreditation met all the required standards and achieved an average of 19 'Met with Merit' ratings, demonstrating exceptional performance beyond the required actions of the NSQHS Standards.
- St John of God Health Choices was successful in its ACHS EQUiP5 Periodic Review.

We have continued to strengthen our focus on the NSQHS Standards through the development of a clinical audit framework and introduction of specific audit tools designed to evaluate and monitor our performance in key patient safety and quality areas. St John of God Health Care has made these audit tools available to several other health care services that expressed interest in using these for their own safety programs.

St John of God Pathology laboratories are accredited by the National Association of Testing Authorities (NATA), under a joint accreditation scheme with the Royal College of Pathologists of Australasia.

Some highlights of the assessment were:

- Geelong Haematology Department was commended on the skill and knowledge of caregivers, thorough documentation and methods and its ongoing competency and education program.
- Bendigo Laboratory received commendations for the detailed review and communication of its Quality Assurance Program, staffing levels and the high level of caregiver competency, morale and commitment.

- Ballarat Laboratory received commendations for an equipment calibration program, the detailed review and communication of its Quality Assurance Program, staffing levels and the high level of caregiver competency, morale and commitment.
- Berwick Laboratory received commendations relating to laboratory records, the high level of organisation and competency of caregivers, the review of internal quality control records, general documentation and the detailed review and communication of its Quality Assurance Program.

Our New Zealand residential facilities for people with a disability, St John of God Hauora Trust Health and Ability Services, are certified by the New Zealand Ministry of Health against the New Zealand Health and Disability Service Standards.

All residential care and community home facilities also hold contracts with their local district health board and the Accident Compensation Corporation.

The Trust's Community, Youth and Child Services, based at St John of God Waipuna, is approved and contracted as a service provider by the New Zealand Ministries of Health, Education and Social Development as well as the Department of Corrections and the Canterbury District Health Board.

The Adventure Therapy program holds an Outdoors Mark™ Accreditation for its activities.



▲
St John of God Health Choices, our home nursing service, was successful in its EQUIP5 Periodic Review, receiving 'Moderate Achievements' across all mandatory criteria.

Clinical risk management and quality

In 2014/15, various activities were undertaken to strengthen St John of God Health Care's clinical governance.

Clinical incident management policy

The clinical incident management policy was revised, systems and processes were standardised, roles and responsibilities clarified, and targeted training provided to clinical caregivers.

Aspects of the current electronic incident reporting system were revised to simplify incident outcome ratings and enhance notification processes and to prepare for the introduction of a new electronic incident and patient feedback management system in 2016.

Root cause analysis training and support materials were provided to relevant clinical caregivers across the group to provide them with skills to identify underlying factors associated with serious incidents and develop appropriate action plans to prevent future incidents. 'Lessons learned' briefings were developed and implemented across the group to facilitate organisation-wide adoption.

A review of the open disclosure process was undertaken and an educational program established to strengthen communication with patients and their families when harm unexpectedly occurs whilst receiving health care.

Clinical information system

St John of God Health Care has a strategic priority to increase our investment in information, analytics and technology to support the delivery of high quality patient care.

In 2014/15, St John of God Health Care engaged Boston Consulting Group to review our clinical information requirements and to recommend a technology roadmap.

This recommendation will lead to a major long-term project for St John of God Health Care that will allow for greater

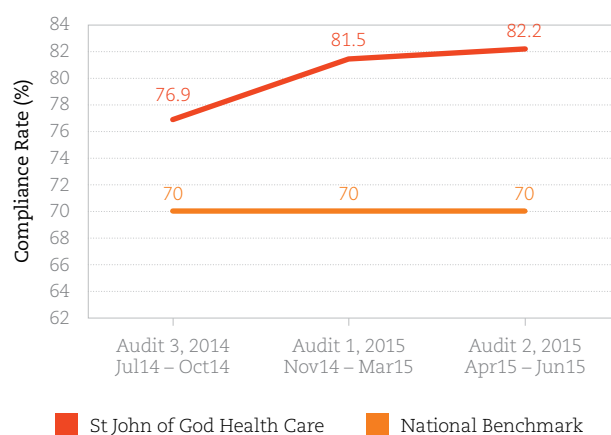
interaction and communication with patients, quicker and more accurate exchange of information with clinical practitioners, more efficient processes and significantly improved analytics capability to support our continuous clinical performance improvement activities of key hospital and other health care metrics.

Infection prevention

Since 2010, St John of God Health Care has participated in the National Hand Hygiene Initiative to improve hand hygiene compliance by health care workers and visitors.

In 2014/15, St John of God Health Care's compliance rate was 80%, significantly above the 70% benchmark prescribed by the National Health Performance Authority.

Hand Hygiene Compliance Rates



St John of God Health Care continues to benchmark rates of staphylococcus aureus bacteraemia – the most common bacteria causing serious healthcare-associated bloodstream infections – against other acute hospitals on the MyHospitals website. All St John of God Health Care hospitals performed

better (0.37 staphylococcus aureus bacteraemia cases per 10,000 days) than the national benchmark of two cases per 10,000 patient care days.

In 2015, to further enhance our prevention efforts relating to hospital-acquired infections, St John of God Health Care commenced implementation of a dedicated infection prevention and control software surveillance system. The system provides direct interfaces with patient admission, laboratory and theatre systems, which enables more efficient and effective identification of patients with a suspected infection.

Excellence in nursing and midwifery practice

Our nursing and midwifery clinical practice has continued to focus on understanding and responding to the needs of our most vulnerable patients – the cognitively impaired, those preparing to transition to residential care and patients with severe or profound disability.

Pregnancy, childbirth and early parenting are an important and significant time in a family's life and St John of God Health Care maintains a high standard of maternity care for all women and their babies. We commenced installation in 2014/15 of K2MS Guardian, an electronic foetal monitoring system that allows the treating team to view the cardiotocograph trace of a baby before birth and during labour on a screen in a central station or the obstetrician's phone or tablet. K2MS Guardian will be installed in all hospitals in the coming year.

Nursing and Midwifery Foundations of Excellence

The Foundations of Excellence were developed to create a work environment that nurses and midwives value and that allows them to do their best work.

St John of God Health Care has continued to develop tools and techniques that embed the Foundations in our culture and work practices.

The value of the Foundations can be seen in the 2015 Press Ganey Caregiver Satisfaction Survey results. Of our nursing units surveyed in 2015, 74% showed improved caregiver engagement.

The Foundations have been showcased internationally by The Advisory Board Company, a global research, consulting and technology firm helping hospital and health system leaders improve the quality and efficiency of patient care.

A nursing unit balanced scorecard was developed for our clinical teams to link performance outcomes with actions and ways of doing things required by the Foundations of Excellence, and to facilitate continuous improvement. An electronic version will go live early in 2015/16.

Palliative care

Palliative care helps people with a life-limiting illness to have the best quality of life.

St John of God Health Care offers palliative care support to patients and their families. St John of God Murdoch Community Hospice and St John of God Subiaco, Geraldton, Bunbury, Geelong, Berwick and Warrnambool Hospitals provide specialist inpatient palliative care with dedicated beds.

Some major achievements in 2014/15 were:

- Nurse Practitioner Palliative Care, Louise Angus, from St John of God Subiaco Hospital received the Western Australian Nursing And Midwifery, Emerging Leader Award.
- Establishment of a nurse practitioner-led, outpatient palliative clinic at St John of God Subiaco Hospital.
- Commencement of a business plan for the development of dedicated palliative care beds within the oncology ward at St John of God Ballarat Hospital.
- Establishment of a direct admission process for palliative care patients at St John of God Warrnambool Hospital.

Pastoral services

Pastoral services play an integral role in the holistic approach to healing, which is the basis of Catholic health care.

St John of God Health Care pastoral practitioners have formal training to enable them to relate compassionately and skillfully to patients faced with significant events, such as illness, disability and death.

In 2014/15, we extended our pastoral care offering to family members and carers of our patients who may be experiencing grief, loss or burden. Services are available to all, regardless of culture, religion or spiritual orientation.

Highlights for 2014/15:

- Development of Pastoral Services Priorities 2015-2018.
- Successful implementation of pastoral internship programs.
- Establishment of pastoral care/chaplaincy work experience at St John of God Richmond Hospital.
- Support for fundraising for a community-based hospice at St John of God Warrnambool Hospital.
- Continuation of Circle of Life project, celebrating life stories of patients with picture displays.

The St John of God Health Care pastoral services teams have continuous quality improvement measures in place including:

- Evaluation of patient satisfaction with pastoral services at St John of God Murdoch, Burwood and Richmond Hospitals and St John of God Pinelodge Clinic.
- Refining the information collected to monitor and evaluate pastoral and bereavement service provision.
- Surveys of attendees at remembrance services at St John of God Murdoch and Geelong Hospitals.
- Review of referral response times by the pastoral services team at St John of God Murdoch Hospital.
- Annual reviews of effectiveness measures.
- Conducting a pilot project to promote spiritual literacy and the communal dimensions of spiritual care practice.
- Establishment of a music therapy program at St John of God Bendigo Hospital.
- Helping patients at group therapy sessions explore spirituality as part of their recovery in our mental health hospitals.

AWARDING EXCELLENCE 2014/15

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		
St John of God Health Care	Finalist in the Inclusion and Diversity Awards	Australian Human Resources Institute
Group Occupational Health and Safety	Commitment to Workplace Health and Wellbeing	Worksafe Victoria
Therese Temby, Trustee	Officer in the General Division of the Order of Australia (AO)	Council for the Order of Australia
Kate Birrell, retired Group Director Nursing	Member of the Order of Australia (OAM)	Council for the Order of Australia
Don Good, retired Trustee	Benemerenti Medal	His Holiness, the Pope, for services to the Catholic Church
Frank Cooper AO, Trustee	Professions Award, Western Australian of the Year Awards	Celebrate WA
Peter Prendiville, Board member	Business Award, Western Australian of the Year Awards	Celebrate WA
St John of God Accord		
Marie Johnson	Croce pro ecclesia et pontifice	His Holiness, the Pope, for services to the Catholic Church
St John of God Ballarat Hospital		
Emergency Department	Highly commended in the Private Hospital Excellence category	Victorian Public Healthcare Awards
Rajesh Kuriakose	Critical Care Nursing Postgraduate Prize	Australian College of Critical Care Nurses
St John of God Bendigo Hospital		
Katie Sutton	Employee of the Year	Bendigo Business Excellence Awards
Sangeeta Sangwan	Victorian winner of the La Trobe University's Three Minute Thesis, in the Health Services category	La Trobe University
St John of God Burwood Hospital		
Counselling and Therapy Centre	Learning and Teaching Partnership Award	University of Western Sydney

Recipient	Award	Awarded by
St John of God Health Choices		
Warrnambool	Powercor Business Excellence Award in the Community/Government Enterprise category	Warrnambool City Council
St John of God Mt Lawley Hospital		
Joan Wild	Western Australia Midwife of the Year	Australian College of Midwives and Johnsons Baby
Kristy Wiegele	Consumer Appreciation Award, Western Australian Nursing and Midwifery Excellence Awards	WA Department of Health
Robert Falls	Health Facilities Manager/Engineer of the Year	Institute of Hospital Engineering Australia
St John of God Murdoch Hospital		
St John of God Murdoch Hospital	Best Workplace Safety and Health System	Worksafe Western Australia
Brontie Hicks	2015 Ansell H.E.R.O Nurse Service Award	Ansell Australia
Meagan Taylor	Best Poster: People's Choice Award	Cancer Nurses Society of Australia
St John of God Pinelodge Clinic		
St John of God Pinelodge Clinic in partnership with Ermha	Outreach Healthcare Award	Catholic Health Australia
St John of God Richmond Hospital		
Raphael Services Blacktown	Research Partnerships Award	University of Western Sydney
St John of God Social Outreach		
Perinatal and Infant Mental Health Project	Finalist in the Western Australian Mental Health Good Outcomes Awards	WA Mental Health Commission
St John of God Subiaco Hospital		
St John of God Subiaco Hospital	Best Solution to an Identified Workplace Safety and Health Issue	Worksafe Western Australia
St John of God Subiaco Hospital soup patrol team	Distinguished Team Award	Red Cross Soup Patrol
Louise Angus	Excellence in Leadership – Emerging Leader, Western Australian Nursing and Midwifery Excellence Awards	WA Department of Health
Dr Janie Brown	Excellence in Research, Western Australian Nursing and Midwifery Excellence Awards	WA Department of Health
Jeffrey Butterfield	Finalist in the Consumer Appreciation category, Western Australian Nursing and Midwifery Excellence Awards	WA Department of Health

Participation in clinical registries improves outcomes

To deliver exceptional care we are always looking at new ways to measure and monitor our clinical performance and make improvements to offer the best possible service to people in our care.

This year St John of God Health Care expanded its participation in the national bariatric surgery and breast implant clinical quality registries and continued to participate in the cardiothoracic and joint registries.

Across St John of God Health Care we work closely with clinicians and the agencies that coordinate the registries to ensure high participation rates. In doing so St John of God Health Care is significantly contributing to the broader knowledge base relating to the safety and quality of these types of procedures and devices.

With hospital and health institutes from across the country contributing data, national clinical registries are an increasingly important approach to monitoring and evaluating clinical outcomes, as well as sharing and adopting lessons learned so that we can provide the best possible care to the patients in our hospitals.

St John of God Warrnambool Hospital was one of four hospitals that participated in the bariatric surgery registry pilot study. The study demonstrated low bariatric surgery complication rates and positive outcomes in terms of sustained weight loss and the reduction in the prevalence of type 2 diabetes. These are important findings that will assist in providing better care and reducing the overall burden of disease.

Most recently St John of God Health Care gave ethics approval to participate in the Australian Breast Device Registry to advance the understanding of long term efficacy and safety of devices used in surgical breast implants.



▲
This year, St John of God Health Care signed up to two additional clinical registries as part of our approach to becoming the recognised leader in Australia for the provision of high quality care.

EXCELLENCE IN RESEARCH

St John of God Health Care fosters a high quality and ethical research culture that enhances clinical practice standards.

We engage in research with the greatest potential community benefit in improving health care, whilst respecting and protecting our participating patients.

We appoint key research personnel, partner with other external researchers based at various universities, research institutes, and other health care facilities, and work together on projects across disciplines and across various St John of God Health Care divisions.

In 2013/14 we undertook a strategic review of our research activity and developed an overarching research framework to guide our hospitals in establishing their research programs, based upon their clinical services, research currently underway, and potential areas of unmet need within their communities.

Research highlights

Key appointments

St John of God Health Care uses research collaboration and cooperation to achieve clinical excellence.

The following appointments were made in 2014/15:

- Professor Karen Francis, Professor of Nursing St John of God Health Care Eastern Region, was appointed in collaboration with the Australian Catholic University to be based at St John of God Ballarat Hospital and lead an internal caregiver-driven nursing research program aimed at ensuring best practice in nursing.
- Associate Professor Richard Page, St John of God and Barwon Health Chair in Orthopaedic Surgery, was appointed in collaboration with Deakin University. Based at St John of God Geelong Hospital, he will develop the region's academic, clinical and research capability in orthopaedic surgery.
- Dr Paul Cohen, a leading gynaecological oncology researcher, was appointed by St John of God Subiaco Hospital as the Jakovich Family Research Fellow, a position financially supported by the Bendat Focus Group and the St John of God Foundation.

Research governance

St John of God Health Care has a governance structure for research with clear processes and procedures in place, trained caregivers, timely start-up of research, regular reporting and, critically, implementation of research findings into improved health care on completion.

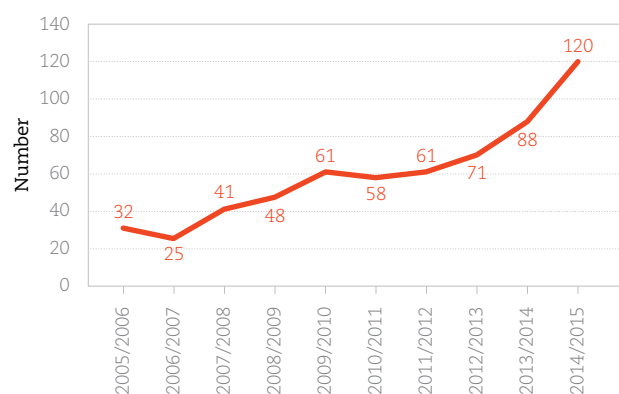
St John of God Health Care has operated a central Human Research Ethics Committee (HREC) since 1999. The Committee and its Scientific Review Sub-Committee (SRC) assist the organisation with the review and monitoring of research, ensuring that all research is grounded in sound science and conducted by capable researchers in an ethical manner.

A distinguishing feature of the St John of God Health Care HREC/SRC is the expertise, skills and dedication of its members who come from different backgrounds, both within St John of God Health Care and from the community, many of whom are leaders in their respective fields.

Recently, St John of God Subiaco Hospital was the first of our hospitals to employ the services of an experienced auditor to assess the hospital's research program and develop strategies that will now be adopted to improve 'research readiness.' The opportunity also exists for other divisions to learn from these audit findings.

Research approvals

Number of new research proposals per year (last 10 year period):



Clinicians and caregivers have been active in publishing peer-reviewed articles, presenting their work at national and international conferences and participating in health and medical research workshops and education activities.

The upward trend in research at St John of God Health Care continued in 2014/15 with 120 proposals, a 36% increase on last year. Of these, 57 were multicentre studies and 62 were exclusively run by St John of God Health Care. Nearly 50% of all research is conducted at St John of God Subiaco Hospital.

A key focus is participation in various national clinical quality registries, which collect long-term patient outcome data for particular diseases and/or surgeries. These registries enable large-scale and comprehensive data capture to ensure useful information can be obtained to monitor health care outcomes and undertake useful research.

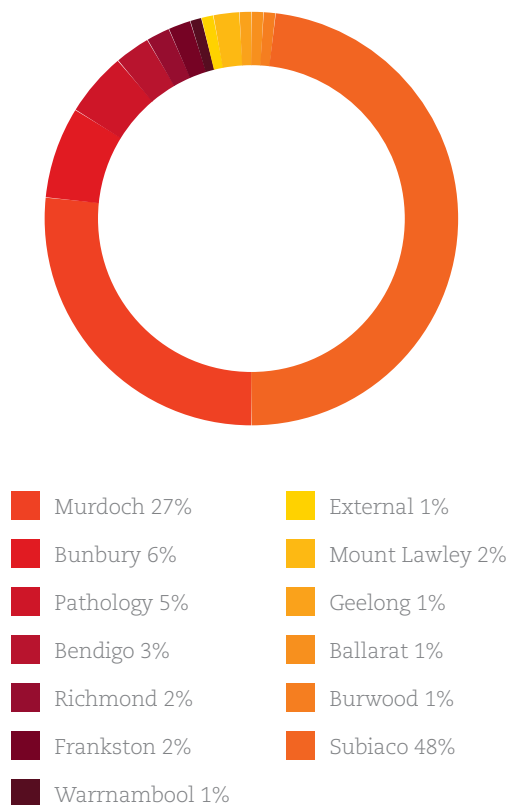
St John of God Health Care clinicians contribute to the following registries in collaboration with external partners, such as Monash University:

- The Prostate Cancer Registry
- Massive Transfusion Registry
- Victorian Cardiac Outcomes Registry (VCOR)
- Bariatric Surgery Clinical Quality Registry
- Australian Breast Device Registry (ABDR).

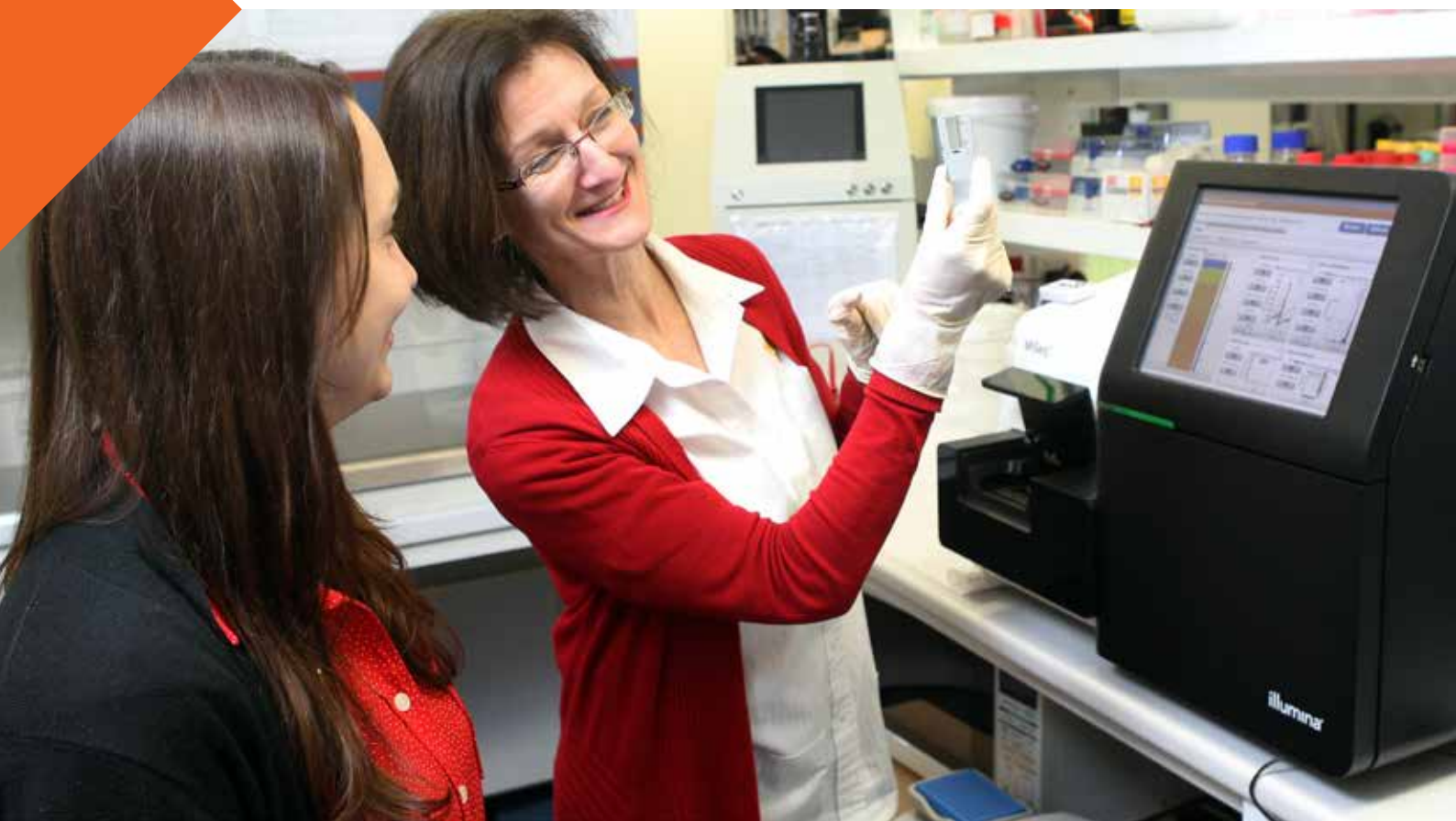
St John of God Health Care is the first Western Australian health service and private hospital partner collaborating with Victoria's Biogrid to develop means of analysing and comparing our colorectal cancer patient outcomes data with those in other states and the public sector.

New technology at St John of God Pathology is providing a more targeted approach to the treatment of cancer by profiling a range of mutations in cancer tumours. Pictured: Dr Kerry Garret and Dr Marie Rye reviewing the run data on the Illumina Miseq instrument where next generation sequencing data is produced.

Research proposals submitted for review to the St John of God Health Care Human Research Ethics Committee (1 July 2014 – 30 June 2015) by site*:

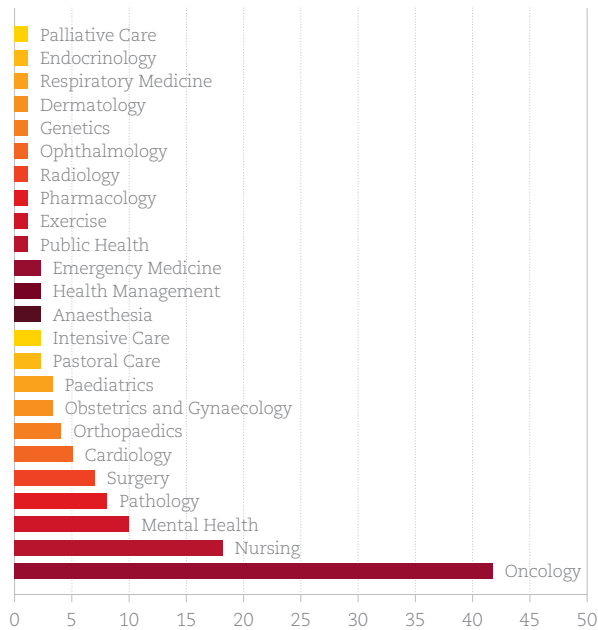


* St John of God Ballarat and Geelong Hospitals access their adjoining Public Hospital HREC.



Our primary areas of research are: oncology (cancer care), nursing, mental health and orthopaedics.

**Number of research proposals (1 July 2014 - 30 June 2015)
by clinical specialty**



Oncology

Most research at St John of God Health Care continues to relate to cancer care, with a greater focus on ways to improve the quality of life for cancer patients and support the families and carers of these patients. Research over the past year investigated issues such as fear of cancer recurrence and how to provide psychosocial support to cancer patients while looking at lifestyle factors.

St John of God Ballarat and Bunbury Hospitals participated in a National Prostate Cancer Specialist Nursing Program, important in the development of frameworks for specialist cancer nursing practice and cancer care coordination. The program introduced a Prostate Cancer Specialist Nurse with the help of Federal Government funding and an evaluation of the program and its impacts on patient outcomes and clinical practice is now underway.

St John of God Bunbury, Murdoch and Subiaco Hospitals continued to participate in oncology research through their dedicated cancer clinical trial units. St John of God Subiaco Hospital's Gynaecologic Oncology Research Program grew substantially, with more than 20 new research projects initiated in 2014/15.

Nursing

St John of God Health Care now has three nursing academic appointments in partnership with The University of Notre Dame, Curtin University and Australian Catholic University.

With this research leadership, St John of God Health Care continues to build a culture of enquiry across the organisation.

Highlights in 2014/15:

- Study into benefits of specialised nurse practitioner roles.
- Exploration of the impact of intergenerational tension amongst nurses (with Murdoch University).
- Analysis of patient falls rates and outcomes following total hip and total knee replacement surgery (with The University of Notre Dame).
- Study into indigenous maternity care for women birthing 'off country' (with Murdoch University).
- A multi-site National Health Medical Research Committee-funded study with Queensland University of Technology into women's wellness after completion of cancer treatment.
- Determining educational needs for nursing graduates.
- Testing of existing evidence for nursing practice in key areas such as flexible endoscope processing.
- Study into caregivers' needs in the provision of palliative care (with The University of Notre Dame).

Mental Health

St John of God Richmond Hospital (p53)

St John of God Richmond Hospital has continued its strong research focus on post traumatic stress disorder.

St John of God Health Care and University of New South Wales Professorial Chair of Trauma and Mental Health, Professor Zachary Steel, based at St John of God Richmond Hospital, was appointed in March 2014 to head a research program into understanding trauma and its impact on mental health, improve the effectiveness and provision of evidence based interventions for trauma-related mental disorders and to promote evidence based mental health promotion and early intervention.

Since commencement, the Trauma and Mental Health Group has published 24 peer-reviewed research outputs, co-published new national guidelines for the management of post traumatic stress disorder amongst emergency service workers, and presented at 18 international and national conferences and symposiums.

The Trauma and Mental Health Group are working with treatment and service organisations to implement a mobile app that screens and monitors contemporary veterans mental and physical health to assist with management of psychological and other clinical therapies and interventions.

New collaborative funding worth \$1.6 million was also awarded by the National Health Medical Research Committee to support research programs into cycles of violence in Timor-Leste and risk factors for intimate partners amongst Australian-born and refugee-immigrant communities during the prenatal and postnatal periods.

St John of God Burwood Hospital (p52)

St John of God Burwood Hospital continued its strong focus on perinatal mental health research and clinical excellence through its Perinatal Women's Mental Health Unit (PWMHU) and Mother and Baby Unit (MBU) led by Chair of Perinatal and Women's Mental Health, Professor Marie-Paule Austin.

In 2014/15, a partnership with Wesley Mission provided admission for disadvantaged mothers and infants to the MBU through the New South Wales Ministry of Health funded Mums and Kids Matter program.

The PWMHU was the Australian partner on a major Canadian research grant together with Associate Professor Dawn Kingston (University of Alberta). Funding worth C\$350,000 was granted by the Canadian Institute of Health Research and the Women and Children's Health Research Institute for a randomised, controlled trial on cognitive behavioural therapy for depressed pregnant women.

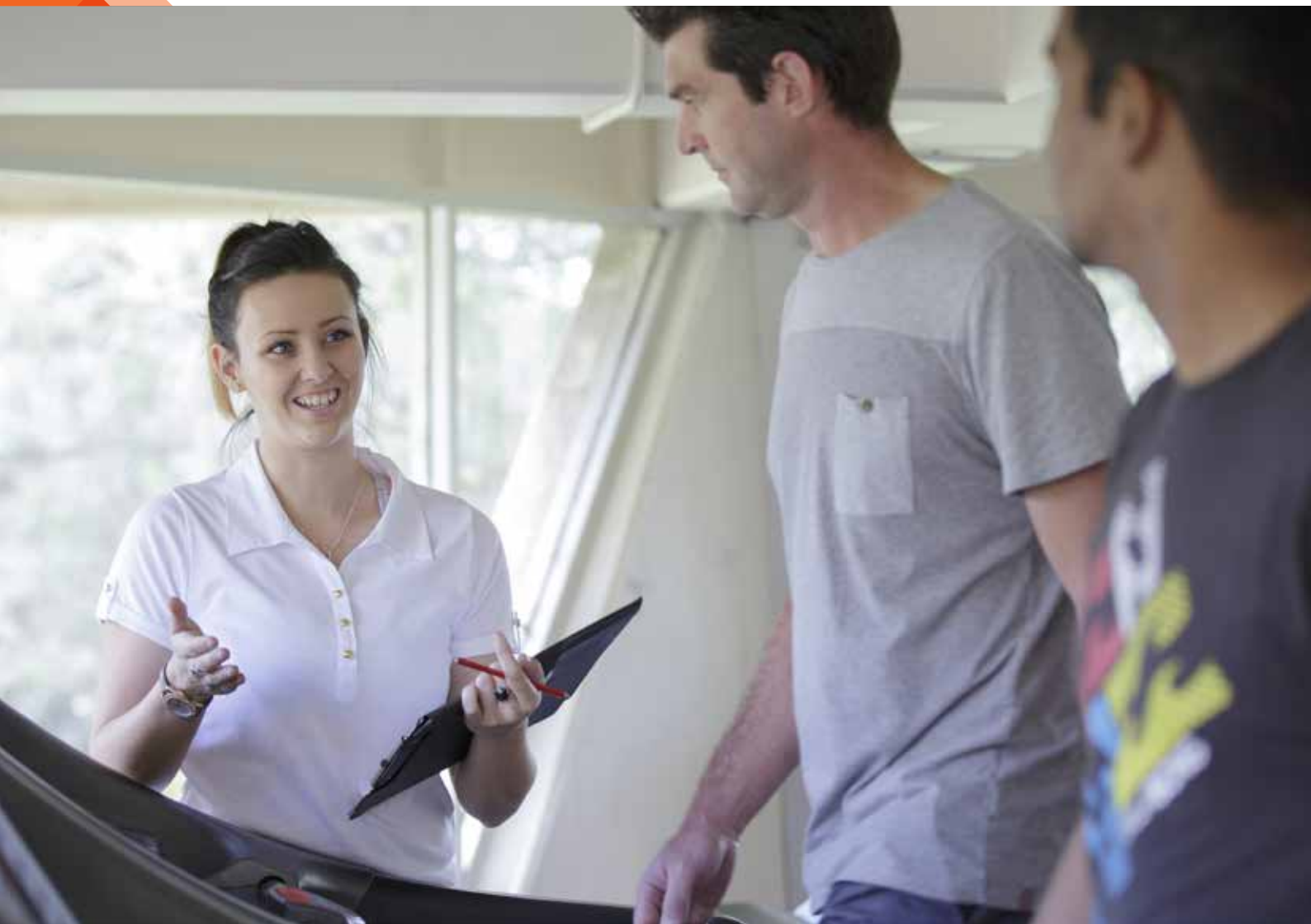
The research at St John of God Burwood Hospital's PWMHU, supplemented by further research work by St John of God Raphael Services, allows St John of God Health Care to provide high quality psychosocial support services for new parents and their families. For instance, recent research is exploring the provision of specialised psychosocial services to specifically cater for multiple birth families.

Orthopaedics

St John of God Subiaco Hospital approved the only Australian post-market clinical trial evaluating the benefits of the Stryker Robotic-arm-assisted orthopaedic surgery and the quality of knee replacement surgery using advanced robotic technology. The randomised, controlled trial, which will involve two leading orthopaedic surgeons, also aims to demonstrate that this latest knee replacement option results in better outcomes for patients: reduced pain, more rapid recovery and fewer surgical complications.

A culture of inquiry and research is becoming a more tangible part of our culture. The research we engage in is enabling us to deliver more fully on clinical excellence so that we can be a recognised leader in the Australian health sector for the provision of high quality health care.

St John of God Richmond Hospital continued its strong focus on research, with one study looking at the role of exercise in the treatment of alcohol cravings.



St John of God Subiaco Hospital (p42-43)

Research at St John of God Subiaco Hospital continued to expand, overseen by Head of St John of God Subiaco Hospital Research Network, Dr Nik Zeps, and a team of leading researchers and clinicians.

More than 50 projects are underway (not including clinical trials in oncology) with many of these developed at grass roots levels by clinicians motivated by their experiences in patient care.

Partnering with universities remains a key component and Dr Zeps has continued to lead a program to engage with all five universities in Western Australia, with several new projects at Curtin University, Murdoch University and The University of Notre Dame, School of Medicine.

The research program will expand in the coming year to include new activity in neurosurgery, orthopaedics and cardiovascular medicine. A series of health services research projects with Curtin University and Murdoch University have begun that will utilise data from St John of God Subiaco Hospital to improve services further.



Highlights in 2014/15:

- More than 20 new research projects undertaken in gynaecological oncology.
- Six conference papers presented and 12 journal articles published on colorectal cancer.
- Three new clinical trials in breast cancer including an international study called POSITIVE, run by the International Breast Cancer Study Group, not available anywhere else in Australia.
- New studies in the psychological effects of breast cancer.
- Increased research nurse support in anaesthesia and pain management and intensive care.
- Participated in national anaesthesia and pain management clinical trials and set to be the number one recruitment site nationally for the Balance Study, a clinical trial looking at different levels of anaesthesia to see which is best for the patient.
- Article on bariatric surgery outcomes published by the Annals of Surgery, the number one surgical journal in the world.
- A total of 34 original journal articles published together with Subiaco-affiliated researchers.

◀ St John of God Subiaco Hospital appointed Professor Christobel Saunders as Director of Breast Research in July 2014.

St John of God Murdoch Hospital (p40-41)

The Intensive Care Unit at St John of God Murdoch Hospital has developed a dedicated research hub to grow research capacity and involvement in clinical trials.

A research nurse has recently commenced to support the work of Dr Bart de Keulenaer and Dr Adrian Regli in national and international clinical trials.

One large, multidisciplinary study led by Dr Gail Ross-Adjie is trying to ascertain the rate of injurious and non-injurious falls, the economic cost of falls events and patient perceived quality of life after their surgery.

Falls are responsible for significant morbidity and mortality in the general older population and there is some

suggestion that falls rates are even higher after total hip and total knee replacements.

Dr Ross-Adjie is aiming to recruit 534 patients who have had total hip and total knee replacements and follow them monthly for 12 months after discharge. The results of the study will enable St John of God Murdoch Hospital to stratify patients' risk of fall prior to discharge and promote falls prevention strategies to at-risk patients.

EXCELLENCE IN EDUCATION AND TRAINING

Medical education and training.

St John of God Health Care provides high quality training and education opportunities for medical students and doctors-in-training in metropolitan and regional locations, to contribute to a sustainable and highly skilled Australian medical workforce.

During 2014/15, St John of God Health Care maintained its training partnerships with seven university medical schools across all states of Australia. The training spans a wide range of medical and surgical specialties that include obstetrics, paediatrics, psychiatry, anaesthetics, cardiology, pathology and emergency.

St John of God Health Care also continues to support the Commonwealth's Specialist Training Program (STP) for registrars, in partnership with specialist medical colleges, State and Territory health departments, and public health services.

Importantly, this year it was announced that Commonwealth funding for the STP and the Emergency Medicine Program would be extended for 2016 in view of the track record of these programs successfully supporting the training of the next generation of medical professionals.

As there was no formal application round for new STP positions in 2015, STP registrar numbers have remained constant at St John of God Health Care.

From 2010 to 2014, the total number of STP positions has increased from 360 to 900 nationally. St John of God Health Care now attracts approximately 6% of all Australian STP positions, which is a significant increase from approximately just over 1% in 2010.



▲ The St John of God Geelong Hospital and Deakin University Clinical School was launched to support undergraduate nursing education. Pictured: the inaugural group of students who will complete all their clinical placements at St John of God Geelong Hospital.

St John of God Subiaco Hospital continued to increase its commitment to pre-vocational training. In addition to offering Vocational Introductory Physician Experience Program (VIPER) and Surgically Mentored Applied Practice Research and Training (SMART), the level of supervision and education of these trainees has increased with the commencement of advanced trainees in general medicine, intensive care and anaesthetics as well as the continued provision of the Western Australian Basic Physician Training Lecture series.

Nursing and midwifery education and training

Training our future nursing and midwifery workforce is a key objective for St John of God Health Care.

In 2013, St John of God Ballarat Hospital and Australian Catholic University (ACU) launched a nursing clinical school. St John of God Health Care has a Memorandum of Understanding with ACU for the eastern region and further discussions are planned with ACU to create additional clinical schools in New South Wales and Victoria.

In 2014/15, we have partnered with 26 universities and 30 Registered Training Organisations to provide undergraduate clinical placement opportunities for nursing, medical and allied health students from all over Australia.

Mental Health Simulations – enhancing clinical placements

Since February 2013, nursing and medical students completing their clinical placements at St John of God Richmond Hospital and St John of God Burwood Hospital have participated in mental health simulation workshops as an enhancement to their clinical placements. In 2014 the program, which is possible due to funding from Health Workforce Australia, was extended to students on placement at St John of God Pinelodge Clinic.

The Mental Health Clinical Education Toolkit, which includes a series of DVDs of 14 different scenarios and a facilitator's toolkit, was launched in 2014 and is available to health services and education institutions to enhance education opportunities in mental health.

St John of God Social Outreach has built on this and developed a perinatal and infant mental health (PIMH) simulation program. Four PIMH scenarios were filmed with three Raphael Services clinical caregivers (one psychiatrist and two mental health nurses) demonstrating working with clients, played by professional actors. The DVD will be accompanied by a facilitator guide with guidance on designing inter-professional workshops for Raphael Services clinicians and mental health students.

St John of God Bendigo Hospital ran its first Clinical Pastoral Education program this year, conducted by the St John of God Health Care Victorian Centre for Clinical Pastoral Education.



Graduate nurse program

In July 2015, St John of God Health Care will invite applications for its first state-wide graduate nurse program in Western Australia, known as the Pathways to Practice Program, where graduates will have the opportunity to rotate to different divisions and across specialties.

Consultation to establish the Pathways to Practice Program occurred with existing divisional programs and through focus groups with graduates, nurse managers and information evenings.

Graduate registered nurse places

2010	2011	2012	2013	2014	2015
111	128	117	104	129	126

Graduate enrolled nurse places

2011	2012	2013	2014	2015
54	70	35	69	66

Registered nurse student days

2010	2011	2012	2013	2014
23,666	25,672	26,375	27,773	26,137

Enrolled nurse student days

2010	2011	2012	2013	2014
6,296	6,592	7,885	7,701	9,293

Pastoral services education

St John of God Health Care invests in pastoral services education.

Clinical Pastoral Education (CPE) programs were delivered in Victoria and Western Australia in 2014/15 with 27 graduates in total.

The CPE centres have also been part of wider community formation, with one graduate working as a deacon from St Charles Seminary, and others as pastoral providers within Catholic aged care and within community parishes from various faith backgrounds in regional and metropolitan locations.

The CPE centres also assist in succession planning within St John of God Health Care by providing opportunities for clinical placements within divisions.

Supervisory training is a key strategy for St John of God Health Care and we currently have two supervisors in training at the Victorian CPE Centre and two supervisors in training at the Western Australian CPE Centre.

St John of God Health Care also runs pastoral internship programs combining supported practice experience and rigorous practice and self-reflection that have received positive feedback from participants.

Professional reflective practice sessions facilitated by clinical pastoral supervisors have been offered to all divisional pastoral teams. These sessions assist in enhancing caregiver formation and pastoral competency so pastoral caregivers can meet the spiritual and emotional needs of patients and their families.



PEOPLE

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PEOPLE

At St John of God Health Care, people from all beliefs are invited to be a part of a caring ministry and to see their role as contributing to something worthwhile and beyond ourselves. We refer to staff as caregivers because every person, regardless of their role, has a contribution to make to the health and wellbeing of the people we serve.

Our aim is to continue the healing mission of Jesus Christ through services that promote life to the full. With our organisation expanding rapidly, we are addressing the need for increased education opportunities for all caregivers around our Mission, Values and heritage - enhancing our culture of providing excellent, compassionate, Mission-inspired care.

Directors of Mission

Directors of Mission are appointed at each of our divisions and assist each person to find their personal point of connection with, and passion for, the organisation's Mission today. They help to acknowledge and celebrate what is right in the organisation and harness the power of a strong community.

In 2015, the Trustees and Board instigated a comprehensive review of our Mission Management Model; the structures, processes, resources and people that support the ongoing development and integration of Mission within the organisation. The review is in response to the very significant growth and development of the organisation since the last formal review in 1999.

The role of Director of Mission has also evolved to include responsibilities in the leadership of social justice initiatives, safeguarding our heritage and relationships with Church hierarchy and agencies. The aim of the review is to ensure that St John of God Health Care has a world class model that can meet the needs of the organisation over the next decade.

The review coincides with the announcement by the Group Director of Mission, Jennifer Stratton, of her intended retirement in the second half of 2015. Jennifer has provided excellent leadership of the Mission for over 15 years and was the first Mission leader with national responsibilities who was not a Sister of St John of God.

During this time a great number of Mission resources and formation programs have been developed - all with the aim of embedding the Mission and keeping it the driving force in our organisation. Some of the other major achievements have been in the areas of social outreach, social justice and pastoral and palliative care services.

Service Ethos

Service is central to how we bring the Mission to life at St John of God Health Care. 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 are keys to our success.
- Feedback and evaluation about how well we're doing is crucial.

Formation for caregivers

The Formation for Caregivers Policy introduced in June 2014 was implemented this year, with 1,375 caregivers from across the organisation attending a Many Faces – One Story formation event since the launch of the caregiver formation program in March 2015.

The new caregiver formation program was developed to assist new and existing caregivers to learn about our culture and the way we deliver service at St John of God Health Care.

Feedback from caregivers indicated engagement and a deeper personal connection with the Mission.

St John of God development

Caregivers are offered further formation opportunities to develop their understanding of our Mission and Service Ethos.

During this year, 65 caregivers participated in the Maintaining our Ethical Culture Program, 91 people undertook the Mission Mentoring Program, 16 of our people went on pilgrimage and 12 undertook the Graduate Certificate in Leadership and Catholic Culture.

Workforce

With unprecedented growth through redevelopments, new developments and acquisitions in the last two years, our workforce is a key organisational priority.

We want to attract, develop, motivate and retain a high performing, sustainable workforce within a safe and supportive work environment that embraces our Mission and Values.

Highlights in the execution of the Workforce Strategic Plan in 2014/15 have included:

- the integration of St John of God Mt Lawley Hospital
- the design and launch of a national nurse and midwifery manager leadership program
- the launch of Pathways to Practice, a graduate program in Western Australia for registered and enrolled nurses
- process improvements across payroll including the introduction of a single superannuation clearing house
- the negotiation of two enterprise agreements in Western Australia
- the introduction of business analytics into workforce planning and analysis
- certification of 16 divisions against the Australian and New Zealand Safety Management System Standards (AS/NZS 4801:2001)
- significant advances in our Disability Action and Inclusion Plan and the Reconciliation Action Plan.
- the launch and utilisation of the Net Promoter Score survey for workforce shared services.

Preparing for surgery at St John of God Bunbury Hospital.



Workforce profile

St John of God Health Care employs 11,415 (7,261 full time equivalent) caregivers. Nurses and midwives comprise 44% of our workforce.

In addition to the 1,517 health professionals and medical officers we employ, 4,150 private specialists are accredited to treat patients at our hospitals.

Workforce Numbers by Division

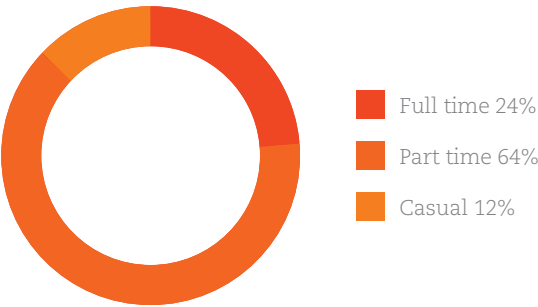
Division	WA	Vic	NSW	Total
Accord		323		323
Ballarat		748		748
Bendigo		540		540
Berwick		335		335
Bunbury	556			556
Burwood			212	212
Frankston		214		214
Geelong		914		914
Geraldton	166			166
Group Services	398	115	1	514
Outreach	46	28		74
Timor	13			13
Health Choices	47	96		143
Midland	51			51
Mt Lawley	582			582
Murdoch	1,734			1,734
Pathology	551	727		1,278
Pine Lodge		147		147
Richmond			194	194
Subiaco	2,204			2,204
Warrnambool		210		210
Total	6,348	4,379	407	11,152

New Zealand – 263

Workforce gender profile



Providing flexible work options through part time work



Caregiver satisfaction

Every two years, all caregivers across St John of God Health Care are encouraged to participate in a feedback survey, the Press Ganey Caregiver Satisfaction Survey, to help shape the future of their workplace.

It is considered a critical tool for decision making and the results are carefully considered so that appropriate action is taken to ensure St John of God Health Care is a great place to work.

The survey was open to all caregivers to complete anonymously, online throughout April 2015. The participation rate was 57% of the workforce and incremental improvements in the mean score reflect steady and sustainable improvements in caregiver satisfaction.

Across the group we achieved our highest mean score for caregiver satisfaction, which reflected the extensive work undertaken across the organisation to address areas identified in the 2013 survey, specifically around caregiver engagement.

The organisation had established its own aspirational targets for employee engagement after the 2013 caregiver survey and pleasingly we significantly improved our engagement scores.

The outcomes of this significant focus and support are reflected in the 2015 survey results, with 75% of employees considered to be 'dedicated', which means they feel the organisation is providing what they need and feel connected to their work and the organisation.

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.

During this year, 442 caregivers undertook parental leave and 89% of caregivers due to return from parental leave returned to a combination of full time, part time and casual roles.

Equal opportunity

St John of God Health Care is an inclusive organisation and recognises the contribution of all caregivers based on skill, expertise and experience and not on gender, race, ethnic origin or sexual preference.

Harmonious environment

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

We continue to review our practices and policies to ensure our caregivers have a framework to raise issues of concern within a supportive and caring environment.

Disability Access and Inclusion Plan

A new Disability Access and Inclusion Plan for 2014 – 2017 continued a focus on supporting processes in employment that create opportunities for people with a disability to access job interviews.

The online recruitment system now identifies people registered with a Disability Employment Service and managers are more confident in engaging people with a disability as potential caregivers.

St John of God Health Care created links with disability organisations that help to inform us to create an environment that is hospitable and supportive. This included growing our mental health understanding as an organisation and improving the capacity of our hospitals to meet the support needs of people with severe or profound disability.

We received 88 job applications from people with a declared disability, 63 people were interviewed and 23 people gained positions working within the group.

In recognition of our achievements, St John of God Health Care was a finalist in the National Disability Employment Australian Human Resource Industry Awards 2014.

Reconciliation Action Plan

Within the current Reconciliation Action Plan 2013 – 2015, great emphasis has been placed by divisions on establishing working relationships with their local Aboriginal communities.

Caregivers are connecting with Aboriginal Elders and others in their local Aboriginal communities and finding innovative ways to support each other and offer service where needed.

If required, Aboriginal and Torres Strait Islanders are given support in their first year of employment at St John of God Health Care, like the Marr Mooditj Aboriginal enrolled nurse graduates at our St John of God Subiaco Hospital who can access Kambarang services.

An innovative partnership with CareerTrackers established the first Indigenous internship program in 2014 with nine student interns placed at our hospitals, pathology and group workforce during their semester break from university.

In the coming year, we will progress our new Reconciliation Action Plan 2015 – 2017 to establish a 'stretch' plan that, in accordance with Reconciliation Australia, recognises that we've tested our strategies and approaches to reconciliation in the workplace and are ready to focus on the longer term and work toward defined targets and goals.

Employee benefits

St John of God Health Care supports the professional and personal lives of its caregivers through remuneration and non-financial benefits. We offer career and educational opportunities in a nurturing and supportive environment. Other benefits include employee assistance programs, subsidised wellness programs and salary packaging opportunities.



St John of God Health Care established a partnership with CareerTrackers, a not-for-profit organisation that creates internship opportunities for Indigenous university students. Pictured: Keneasha Lindsay (right) on placement at St John of God Pathology Osborne Park laboratory.

Employee relations

In 2014/15, two enterprise agreements were negotiated in Western Australia covering our enrolled nurses, clerical, technical and support caregivers. Three enterprise agreements were in the final stages of negotiation.

Our industrial climate remains stable, and we continue to respect the contribution and involvement of the unions that represent our caregivers.

The internal industrial relations service continued to support managers seeking advice on how to navigate the complexity of the industrial landscape when dealing with conduct and performance issues, including the provision of training to help them to approach difficult conversations in a workplace environment, with an understanding of industrial risks.

Occupational health, safety and wellness

The wellbeing of our caregivers and provision of a safe working environment is integral to our Mission. It is our driving focus in ensuring that St John of God Health Care actively works to maintain and strengthen our comprehensive occupational health and safety (OHS) management system across all divisions and services.

In the Occupational Health and Safety Strategy 2011 – 2015 we outlined our commitment to strive for continuous improvement, to become a safety leader within the health care industry and to care for ourselves as we care for others.

Highlights for occupational health, safety and wellness in 2014/15 included:

- Sixteen divisions (84%) attained certification against the Australian and New Zealand Safety Management System Standard (AS/NZS 4801:2001) and equivalent international safety standard (OHSAS 18001:2007). The remaining divisions are expected to attain certification within the coming year.
- Continued to build occupational health and safety knowledge and capabilities in our leaders, managers, supervisors and frontline caregivers through practical training workshops and e-learning modules.
- Improved our data reporting capabilities to produce safety reports that enhance the sharing of learning across the organisation and assist divisional management committees to prioritise and target further risk reduction and injury prevention at a local level.

- St John of God Health Care was recognised for its occupational health, safety and wellness achievements in this financial year with three awards:
 - WorkSafe WA - winner of the Best Workplace Safety and Health Management System. Awarded to St John of God Murdoch Hospital.
 - WorkSafe WA - Best Solution to an Identified Workplace Safety and Health Issue. Awarded to St John of God Subiaco Hospital for involvement in the development of the GlideSafe IV Pole Transfer System.
 - WorkSafe Victoria - winner of the Commitment to Workplace Health and Wellbeing.
- An online wellness directory was developed to assist our caregivers, and their family and friends, to access wellness tools and resources to tailor their approach to their wellness and discover positive lifestyle choices. This can be accessed via the intranet and the St John of God Health Care website.

Monitoring performance

The health and safety performance of St John of God Health Care's Australian divisions is monitored through a range of key performance indicators. We capture and report on a range of lead (proactive) activities and lag (harm) measures.

Lead indicators reflect those proactive activities being undertaken that aim to reduce risk and prevent workplace injuries and illness.

Lead Indicator	2011 /2012	2012 /2013	2013 /2014	2014 /2015	Change from prior year
Workplace hazard inspections completed	1,101	1,331	1,364	1,614	▲ 18%
Workplace hazards reported	1,691	1,633	1,667	2,526	▲ 52%
Manual handling risk assessments completed	517	578	634	549	▼ 13%
Non-manual handling risk assessments completed	325	428	435	614	▲ 41%

An organisation-wide target to increase workplace hazard reporting by 100% was set as part of the Group Workforce Plan for 2014/15. While the 2013/14 total was exceeded by 52% overall we fell short of the prescribed target.

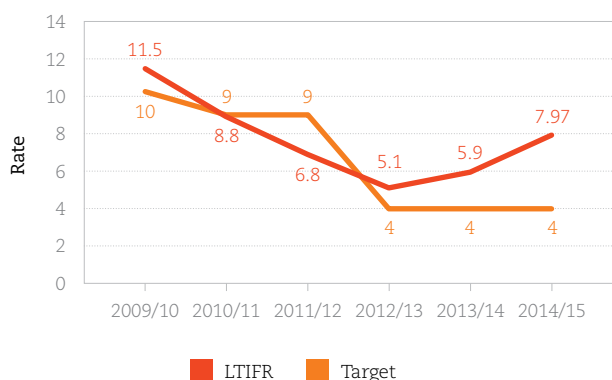
There was a reported increase in workplace hazard inspections and non-manual handling risk assessments completed and a small drop in the volume of manual handling risk assessments undertaken.

Lost time injury frequency rates (LTIFR)

Lost time injury frequency rates are an indicator of our performance in ensuring a safe and healthy working environment for caregivers.

Lost time injuries are those requiring one day or more off work.

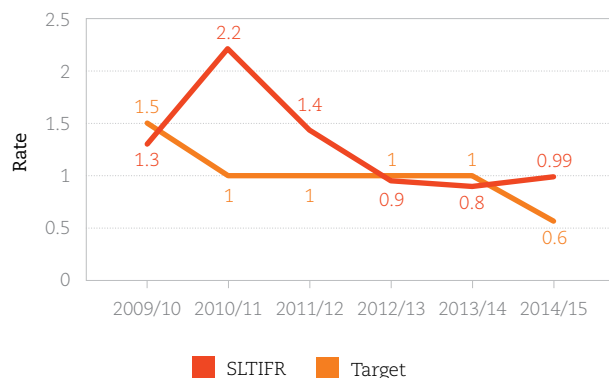
Lost time injury frequency rate



The overall reported number of lost time injuries has increased during 2014/15. We have continued to focus on increased reporting and investigation of all workplace incidents and injuries and on the occupational health and safety training of managers. With a goal of zero harm to caregivers we will refocus our energies to drive initiatives that keep all our caregivers safe.

Our internal measure for serious lost time injuries (SLTIFR), which are reported injuries that require a caregiver to take 10 days or more off work and are the subject of an accepted worker's compensation claim, has increased slightly to 0.99 in 2014/15. This figure represents the number of serious lost time injury per million hours worked over the preceding 12-month period.

Serious lost time injury frequency rate



AS/NZS4801:2001 and OHSAS 18001:2007 certification

Sixteen divisions (84%) were externally assessed and certified against the Australian and New Zealand Safety Management System Standard (AS/NZS 4801:2001) and equivalent international Standard (OHSAS 18001:2007).

The remaining divisions are expected to attain certification in the coming year. St John of God Health Care is the largest health care provider in Australia to undertake this process and attain this certification for safety.

The three year certification and surveillance cycle will provide a framework that drives ongoing safety improvement across St John of God Health Care.

Live Well, Work Well caregiver wellness program

The St John of God Health Care Live Well, Work Well caregiver wellness program continued to evolve to engage our caregivers in making positive lifestyle changes in areas like physical activity, healthy eating, mental health and financial wellbeing.

The program targeted caregivers through a variety of mediums including an online wellness directory, electronic and hard copy newsletters and health information flyers, emails linking caregivers to information around key community awareness days, health information flyers and face-to-face initiatives.

The key themes for this year were positive behaviour change, physical activity and mental health awareness.

St John of God Health Care was recognised for its dedication to caregiver wellness as a winner in the 2014 WorkSafe Victoria awards for Commitment to Workplace Health and Wellbeing.

Learning and development

At St John of God Health Care we are focused on creating meaningful, innovative learning experiences for all caregivers that demonstrate return on expectations and support the organisation's Vision, Mission and Values.

Leadership and management development

With the release of *Our Strategic Priorities 2015–2019*, a review of learning and development opportunities was undertaken. As a result, all new programs being developed and existing programs are being evaluated against the following priorities.

- Supporting the estimated 25% growth in caregiver numbers across St John of God Health Care over the next three years.
- Supporting major group initiatives requiring a learning and development component, such as non-clinical induction and mandatory training as well as improved clinical placement and graduate programs.
- Reviewing the need for specialised programs.
- Improving partnerships with education providers and professional bodies to participate in the education of our future workforce.

Executive coaching was introduced to provide tailored, in-house solutions to executive development and succession planning and to build on identified capability gaps. It also guided managers through transition and supported their strategic learning and development priorities. Executive coaching was delivered to 65 senior caregivers across the divisions.

An innovative leadership program was developed with the group nursing leadership team to develop and provide nurse and midwifery managers with additional skills and knowledge to support them in the delivery of excellence in care. A total of 28 nurse and midwifery managers from across the group participated in this new leadership program.

A three-month program unique to St John of God Health Care, *Taking the Coaching Approach*, was attended by 54 caregivers in five groups. The program was run in response to caregiver feedback identified in the Press Ganey Survey. The program involved caregivers coaching each other and having the experience of being coached, which increases their learning and the transfer of knowledge into practice in their workplace.

Crucial Conversations training was introduced across multiple sites in consultation with the industrial relations team to develop skills for having difficult conversations with individuals and as a part of a multidisciplinary team.

During this year, 79 caregivers completed a Diploma of Management, accredited and delivered collaboratively with the West Coast Institute of Technology.



▲
Bradley McLaren, a patient care assistant at St John of God Murdoch Hospital, delivering flowers on the Thomas Furlong ward.

Benefits of a coaching approach

A coaching approach to the development of our people has proven its benefits with caregivers reporting they felt more productive and engaged and have an improved life and work balance.

In this year, the Group Executive Programs Manager, Elaine Pavlos, supported 65 caregivers from divisions on the east and west coasts of Australia with executive coaching. The caregivers say they now feel better prepared to manage their teams.

Caregivers responded well to the confidential, individual and reflective discussions with their coach and have shown increased confidence as St John of God Health Care managers.

For new caregivers appointed to critical positions, the coaching relationship has been particularly valuable as they feel they've been able to quickly and effectively align their performance to expectations.

Claire Pysing was new to St John of God Bendigo Hospital when she received coaching support from Elaine. She came to the role of nurse Manager of the Day Oncology Unit with experience in nursing, education and management.

As a result of the coaching, Claire has been able to implement significant changes in her unit and has learnt more about her management style and how best to engage with her team.

Claire has developed a greater understanding of the St John of God Health Care planning process and how her service fits within the group-wide focus on delivering exceptional care. She has applied her new skills to bring about change in productivity levels of the unit and to create new opportunities for the service to grow.

Claire said she strongly recommended coaching support to all new managers as it provided her with great insight into the organisation and how to guide caregivers through transition to benefit the whole team and the service.



▲ Claire Pysing (right) working closely and providing guidance to her assistant unit manager, Jacqueline Byrne (left), at St John of God Bendigo Hospital.

Professional and technical development

Our strategic priority of clinical excellence can only be achieved with a commitment to our professional and technical development. Reflective practice and professional development are a fundamental part of each caregiver's role. It is the responsibility of registered caregivers to maintain their competence and expertise through ongoing education and annual assessment of their skills and knowledge.

Learning Management System

Our Learning Management System (LMS) supports the on-site face-to-face training of our caregivers to enable them to deliver exceptional patient care.

The LMS now contains 97 online courses, including an additional 44 mandatory and optional courses that have been created since September 2014.

With 12,929 user accounts, the last 12 months have involved verifying the caregiver data and ensuring divisional learning and development teams are able to book and monitor training events using the single system.

Graduate nurse program

In July 2015, St John of God Health Care will invite applications for its first state-wide graduate nurse program in Western Australia, known as the Pathways to Practice Program, where graduates will have the opportunity to rotate to different divisions and across specialties.

The first Pathways to Practice Program will commence in January 2016 with 33 graduate enrolled nurses and 48 graduate registered nurses.

Integral to the development of this innovative program has been the learning and teaching of our nurse leaders, including the Group Director of Nursing, and the input from our nurse managers and current students.

Sisters of St John of God Fellowship

The Sisters of St John of God Fellowship provides caregivers the opportunity to undertake study external to St John of God Health Care that is personally and professionally valuable and enriches the organisation. This year, 208 caregivers received fellowships to a cost of \$486,000.

St John of God Geraldton Hospital achieved impressive results in the Press Ganey Caregiver Satisfaction Survey, ranking at the 88th percentile for caregiver satisfaction, up from the 13th percentile in 2013.



The South West Cancer Accommodation Centre in Bunbury, Western Australia, provided 4,264 nights of accommodation for patients who had to travel for their treatment.



COMMUNITY

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COMMUNITY

We seek to strengthen our relationships within the communities in which we operate, just as our founding Sisters of St John of God became a much-loved part of communities in towns around Australia upon their arrival from Ireland in 1895.

Being part of the community and the delivery of community service are hallmarks of all the Catholic ministries, like the Brothers of St John of God and other health care service providers who have since come together as St John of God Health Care.

A Community Relations Framework provides the structure to support further strengthening of relationships in our communities and enables our ministry to extend.

Our strategic priorities 2015-2019 pledges deeper partnering with community organisations to deliver on our commitment to high quality health care.

Social justice

Our Social Justice and Advocacy agenda focused on our Disability Access and Inclusion Plan, Reconciliation Action Plan and the practice of publicly advocating for greater inclusion of people with disability to access employment opportunities.

We shared our experience with other organisations to inspire and support them to bring about change. The Group Coordinator Social Justice and Advocacy presented on our disability employment experience at three conferences, Getting to Yes (Perth), National Disability Service (Melbourne) and Employment Outside the Box (Melbourne).

A community forum held in partnership with Bendigo and Adelaide Banks explored the systems, processes and culture necessary to become 'disability confident' as an organisation, to then be able to employ people through Disability Employment Services.

Social Outreach

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

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

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

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

Early intervention is 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 a health issue before it becomes chronic.

We focus these themes on two distinct areas: from conception to around four years and young people aged 12 to 25 years.

Since our Social Outreach program began in 2002, we have dedicated \$141 million of St John of God Health Care's own funds to helping people in need. This is funded by our commitment to give 2% of annual eligible revenue to social justice initiatives, with further contributions coming from government and other external partners.

Community responsibility

Our community responsibility covers a range of supports provided to other agencies in response to areas of unmet social justice needs including; community meals programs for people experiencing hardship; educational support for marginalised groups; provision of a meeting space for use by community groups who are providing a service for the common good of the community; donations to emergency relief for humanitarian assistance and financial support to other agencies that provide services to people experiencing disadvantage.

In response to the humanitarian crisis due to the outbreak of Ebola in West Africa, St John of God Health Care gave \$20,000 to support the Brothers of St John God who operate hospitals in Sierra Leone and Liberia. In April the organisation responded to the devastating earthquakes in Nepal by donating \$20,000 to Caritas Australia, working with Caritas Nepal, to coordinate an emergency response.

Patient concessions

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

Caregivers facing hardship

We also provide support for our staff during periods of personal crisis. Our Caregiver Hardship Policy allows us to offer many types of support, including practical responses such as providing financial support and/or additional leave.

Caregiver participation

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

During this year, 60 caregivers used 1,447 hours of community service leave and contributed their time, skills and experience to local and international community programs.

Our Workplace Giving Program enables caregivers to donate to charities via our payroll system. Our caregivers donated \$19,523 during 2014/15 with major beneficiaries being St John of God Foundation and Caritas Australia.

Social Justice expenditure

	Expenditure \$		SJGHC Contribution \$	
	2013/14	2014/15	2013/14	2014/15
Social Outreach	54,708,143	65,473,051	16,698,119	24,481,736
Community Responsibility	964,968	755,502	964,968	755,502
Patient Concessions	190,113	323,154	190,113	323,154
Caregivers Facing Hardship	63,276	59,041	63,276	59,041
Total	55,926,500	66,610,748	17,916,476	25,619,433

This year, St John of God Horizon Houses provided long-term accommodation and support to 91 young people who would have otherwise been homeless.



Art contributes to the community of Midland

Exploring the connection between art and health is the focus of St John of God Midland Public Hospital's art collection, which has been seamlessly incorporated into the hospital's design.

Art has been designed to guide and enhance the patient and visitor journey as they enter the hospital and navigate their way around the building.

Three ornate canopies designed by local Aboriginal artists provide shade over the plaza at the front of the hospital and decorative paving tiles in the main entrance continue the use of culturally appropriate symbolism.

Eleven of the 13 artists who will create commissioned artworks for St John of God Midland Public Hospital under the State Government's Percent for Art Scheme. Pictured: Monique Tippet, Thomas Hoareau, Deborah Bonar, Ian Dowling, Penny Bovell, Simon Gilby, Tony Pankiw, Peter Dailey, Jahne Rees and Rob McCulloch.

A towering, illuminated sculpture in the entrance will contrast with delicate murals featured in the maternity and paediatric wards.

The hospital's 13 featured artworks relate to the theme of journeys and spiritus. Journeys is about exploring connectivity, movement and pathways. Spiritus is the Latin word for breathe and can be translated as meaning spirit, soul, courage and vigour.

The artists have also considered the healing role of the hospital in creating emotive pieces.

St John of God Midland Public Hospital's public art strategy was developed in partnership with not-for-profit cultural organisation Form, as part of the State Government's Percent for Art program, to enhance the hospital and support local artists.

The art strategy also takes reference from the local community as well as the heritage of the site, which is located in the old Midland Railway Workshops precinct.

The public art strategy is a part of St John of God Health Care's arts and health approach that considers art to be an important component of holistic health care, including the healing and wellbeing of people in our care and the broader community.



Arts and health

Our arts and health framework has formalised a long-term appreciation of the role the arts can play in the holistic health, healing and wellbeing of communities and individuals, and great progress was made in 2014/15.

New public art works that speak to our Mission and our founding story were commissioned for St John of God Midland Public Hospital, St John of God Accord and for our redeveloped facilities at St John of God Burwood, Geelong and Murdoch Hospitals. In some instances art has provided a creative solution, such as wayfinding at the new St John of God Midland Public and Private Hospitals.

A commitment has been made to devote a percentage to art in our capital development budgets. An art curator was appointed to manage the St John of God Health Care art collection and create exhibitions to tour and showcase within our Western Australian facilities.

Many divisions engaged local visual and performing artists to showcase their work. St John of God Murdoch Hospital began an artists-in-residence program.

Patients, clients, as well as their families and visitors, are actively encouraged to participate in creative arts and arts therapies. We have established community choirs that perform in our hospitals and at local events.

Partnerships with groups and organisations that have a common interest in the benefits that the arts bring to health and wellbeing have been established including partnerships with local schools, regional galleries, universities, local government authorities and arts and health and mental health networks.

In the coming year, we will expand our participation in the arts, including music and the creative arts, for our patients and clients - as part of their healing process - and caregivers. As a responsive leader we will contribute to evidence based research into the impact of the arts on health and wellbeing.

Sponsorship

St John of God Health Care is an active community participant in the cities, suburbs and towns in which we operate. We partner with organisations with similar aspirations and strategic goals.

In 2014/15 we expended \$950,677 to support a broad range of initiatives and organisations across a range of sectors.

Arts sponsorships

As part of our commitment and recognition of the value that the arts play in enhancing the wellbeing of individuals and communities, we continued to support the Western Australian Youth Orchestra and the Western Australian Youth Jazz Orchestra, along with our long term partnership

with The Mandorla Art Award and a more recent partnership with the Black Swan Prize for Portraiture.

Awards and leadership programs

St John of God Health Care continued as the sponsor of the Professions Award, as part of Celebrate WA's Western Australian of the Year Awards. This award recognises excellence and innovation as well as fostering strong and inclusive communities.

Our sponsorship of Leadership Western Australia reflects our internal leadership ethos with a shared vision of enhancing leadership excellence and a respect for diversity, community service and commitment to ethical leadership.

We also sponsored the Mental Health Employee of the Year Award, part of the Western Australian Mental Health Commission's, Good Outcomes Awards, which encourages individuals and organisations (government, non-government and private) to strive for excellence in their daily work within the mental health field to enhance the quality of life of people with a mental illness.



▲ Volunteers from St John of God Ballarat Hospital enjoying a high tea in their honour during National Volunteer Week.

Volunteers

Our volunteers are a familiar and much-loved dimension of the care delivered in many of our hospitals. Volunteers generously give of their time and skill and are integral members of our communities.

In 2014/15, we had 1,358 volunteers working with us ensuring patients and their families were as comfortable as possible in our care. Many volunteers also contribute great time and effort to raise funds through the hospital auxiliaries, which further contributes to the life of our hospitals.

St John of God Foundation

The St John of God Foundation was established in 1994 by the Sisters of St John of God to raise funds to support the continuation of their ministry of outreach services.

Through a range of capital fundraising campaigns in 2014/15, the St John of God Foundation raised a total of \$1,369,331.

The monies will be used to improve the care of the sick by supporting medical research and the development of new health care infrastructure and help the disadvantaged through Social Outreach endeavours, like Horizon House.

The St John of God Foundation also provided advice and expertise to St John of God Health Care's divisions to assist them in local fundraising campaigns to meet local health care and outreach needs.

In 2015, the St John of God Foundation commenced a capital campaign to raise \$5 million for the establishment of a comprehensive cancer centre and cardiac care centre at St John of God Berwick Hospital.

The St John of God Foundation's \$5 million capital fundraising campaign for the South West Coronary Care Centre and Cancer Centre at St John of God Bunbury Hospital continued and \$3,254,454 had been pledged as at 30 June 2015.

Significant funds were raised for the vital medical research being conducted at the Bendat Family Comprehensive Cancer Centre, as well as capital and outfitting funding for the Horizon House service.

Fundraising activities for Horizon House Western Australia included the Santos Great Bike Ride for Charity and the St John of God Foundation Annual Corporate Charity Golf Day that raised \$128,438.00. A night of dumplings, drinks and donations was held at Bambamboo Restaurant which raised \$130,665 for breast and ovarian cancer research at St John of God Subiaco Hospital.

In 2014/15, St John of God Foundation received a number of donations, bequests and grants greater than \$10,000 for specific projects, services and campaigns. A huge thank you to the following supporters:

- Bendat Family Foundation
- Allan Jones Estate
- BHP Billiton Worsley Alumina
- Kailis Foundation
- Bunbury Car Dealers
- Reinhold Kanarski Estate
- Bunbury Toyota
- Mr Jim Litis
- Carcione Group of Companies
- McCusker Charitable Foundation
- Mr Joseph & Mrs Carolyn Caruso
- Rod Jones Family Charitable Trust
- B & J Catalano
- Rural Press Regional Media
- City of Bunbury
- Shire of Augusta - Margaret River
- City of Busselton
- Shire of Collie
- Collie Community Bank
- Mr Chris & Mrs Anthea Somas
- Ms Elizabeth Cremin
- Stocker Preston
- Donegal Nominees Pty Ltd
- Dr Jason Tan
- Fini Group of Companies
- The Jack Family Charitable Trust
- GR Electrical
- Tour de Gracetown
- Iannello Family

Caregivers from St John of God Health Care Group Services, Western Australia, joined together with the Spirit of the Streets Choir to sing at St John of God Murdoch, Mt Lawley and Subiaco Hospitals in the lead-up to Christmas.





▲ St John of God Bendigo Hospital launched a new waste management system in July 2014, introducing colour-coded waste bins placed in all patient rooms and caregiver common areas. This initiative is diverting 15 cubic metres of recyclables from landfill every week.

ENVIRONMENT

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ENVIRONMENT

In May 2015, Pope Francis released his encyclical on the environment, *Laudato Si (Praise Be To You), On the Care of Our Common Home*. In it he urgently appealed for:

“A new dialogue about how we are shaping the future of our planet. We need a conversation which includes everyone, since the environmental challenge we are undergoing, and its human roots, concern and affect us all.”

Group Environmental Sustainability Strategy

This was the final year of the Group Environmental Sustainability Strategy 2011-2015, during which there were some highlights in activity.

The Energy Efficient Light Replacement Project to replace conventional lighting with light emitting diode (LED) units moved into phase two of a staged roll out across the group.

LED lights were installed at St John of God Mt Lawley, Murdoch, Subiaco and Geraldton Hospitals. The total spend on this environmental project, across phases one and two, was \$3.25 million and it is estimated that CO² emissions have reduced by 2,775 tonnes per annum as a result.

Through the promotion of events like Earth Hour and Clean Up Australia Day, caregivers were encouraged to take personal and professional responsibility for reducing their impact on the environment.

The St John of God Health Care Green Vehicle Guide was updated twice in this year to guide and assist divisions in purchasing energy-efficient vehicles.

Environmental data monitoring

The data management software, Envizi (previously known as ECIS), captured energy and water usage data to satisfy our legislative compliance reporting requirements under the National Greenhouse and Energy Reporting Act 2007 (NGER Act) and accurately measured our carbon footprint.

Energy and water consumption key performance reports were tabled to the Board and divisions each quarter. The data for these reports was taken from Envizi.

Waste data has also been entered into Envizi from 1 July 2012 however waste KPI reports are yet to be developed.

Compliance

In accordance with the NGER Act, every company in Australia that consumes over 200 terajoules of energy and/or emitted over 50 kilo tonnes of carbon dioxide-equivalent emissions in the financial year is required to report their energy consumption to the Commonwealth Government's Clean Energy Regulator. St John of God Health Care reported its greenhouse gas emissions, energy consumption and energy production to the Clean Energy Regulator for the fifth consecutive year in October 2014.

Key reportable emissions data 2013/14*:

- Energy consumption - 411 terajoules of energy
- Carbon emissions - 62,268 tonnes

The data showed a reduction of 1,635 tonnes of CO² emissions compared to the 2012/13 financial year. This impressive result demonstrates that the environmental initiatives introduced are significantly reducing our impact on the environment.

**Final data for 2014/15 was not available at the time this report was published.*

For each operational site there were 12 activities St John of God Health Care had to report against including consumption of natural gas, fuel (stationary and transport), petroleum-based greases, electricity, emissions from chiller plants and emissions from other gases.

St John of God Subiaco Hospital also reported on its electricity production.

Year ahead

The responsibility for environmental initiatives will to be shared across three new positions: Eastern Hospitals Engineering Services Director, Manager Engineering Services - Perth Northern Hospitals and Director Facilities Management for the Perth Southern Hospitals.

The eastern hospitals role will have responsibility for environmental reporting in accordance with the NGER Act and key performance indicator reporting and will Chair the Group Environmental Management Network.

The benefits of solar panels to generate electricity will be investigated for installation at one of St John of Health Care's facilities in the coming year.

Environmental highlights 2014/15

- St John of God Bendigo Hospital launched a new waste system in July 2014 with the aim of reducing their waste to landfill by 70%. Blue bins for recycling bottles, cans, plastics, paper and cardboard and red bins for landfill were installed in every room. The hospital participated in Radius Disability Services' new e-waste recycling service. Radius Disability Services provides support services and supported employment services for people with a disability.
- St John of God Warrnambool Hospital installed three high efficiency condensing hot water boilers in its Health Services Centre. These boilers are 10% more efficient than the original heating hot water boiler.
- The Travel Green allowance for caregivers at Subiaco Hospital was increased from \$5 to \$6 a day. More than 400 caregivers at St John of God Subiaco Hospital are leaving their car at home and taking more active and sustainable means to get to work.
- St John of God Warrnambool Hospital started recycling polystyrene through a local disability employment service. The hospital fills one to two bulk bags for recycling each week.
- St John of God Ballarat Hospital sent a shipment of 10 bales of recycled sterile wrap to Tonga and Timor-Leste where local hospitals use this valuable material for the central sterile supply departments.

Savings resulting from the Energy Efficient Light Replacement Project.

Site	Number of units installed	Savings per annum		Equivalent to			Trees you would need to plant to offset the same emissions
		Kw/H	Tonne CO ₂ e	Cars	Houses	Black balloons	
Bendigo	2,661	196,121	239	96	20	4,785,352	35,083
Frankston	1,212	96,187	117	47	10	2,346,956	17,206
Pinelodge	1,064	80,044	98	39	8	1,953,074	14,319
Warrnambool	1,808	347,705	424	170	35	8,484,002	62,199
Berwick	2,333	105,862	129	52	11	2,583,033	18,937
Wendouree	347	23,844	29	12	2	581,794	4,265
Burwood	1,042	82,695	101	41	8	2,017,762	14,793
Ballarat	562	44,601	84	34	7	1,679,128	12,310
Mt Lawley	4,061	322,289	258	104	21	5,156,623	37,805
Murdoch	2,471	196,103	157	63	13	3,137,655	23,003
Subiaco	12,944	1,320,182	1,021	410	85	20,420,000	149,707
Geraldton	1,848	146,661	117	47	10	2,346,575	17,204
Total	32,353	2,962,295	2,775	1,114	231	55,491,953	389,629

Please note that figures for Mt Lawley, Murdoch and Geraldton are estimated based on savings from phase one of the project as actual data was not yet available for those sites.



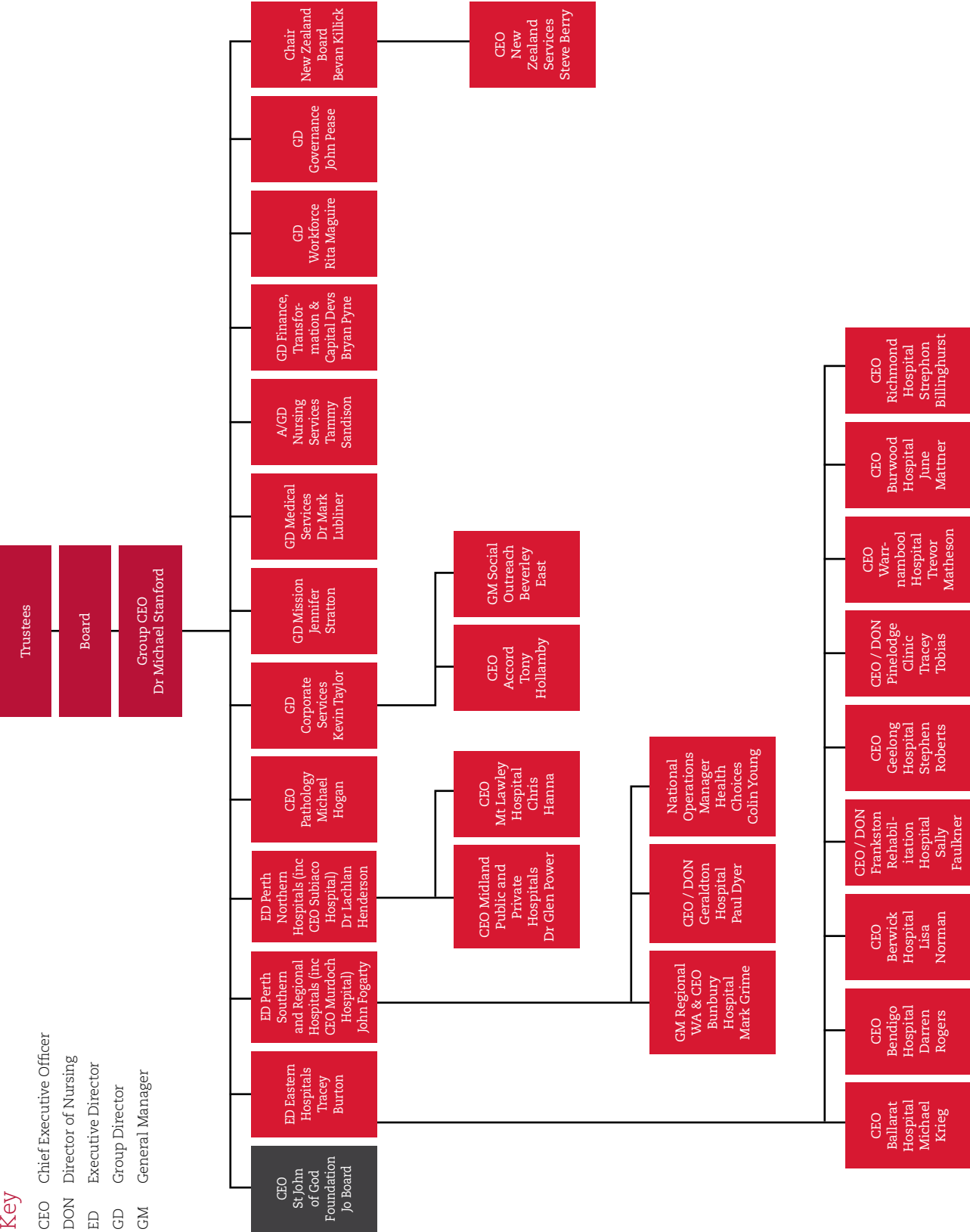
▲
*St John of God Health Care Group Chief Executive
Officer, Dr Michael Stanford, and Group Director
Medical Services, Dr Mark Lubliner, meet to discuss
safety and quality initiatives.*

GOVERNANCE

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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 are members of St John of God Australia Ltd and share sponsorship of the ministry with eight 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 (p104-105) 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.

The Trustees Annual General Meeting was held on 2 October 2014. At the meeting, the Trustees received St John of God Health Care's 2013/14 Annual Report and its financial accounts for the year ended 30 June 2014. The Chair of the Board and the Group Chief Executive Officer provided an overview of the year and discussed plans for the 2014/15 year.

Board

The Board (p106-107) 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 Risk and Strategy Workshop in October 2014, a Board retreat in November 2014 and formation workshops in August 2014 and May 2015.

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 (p108-110) comprising senior executives who provide assistance and advice on operational matters. The committee meets six times a year in person for two days at a time, and participates in various other workshops as required.

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. 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, amongst 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 St John of God Hauora Trust Board (New Zealand) have delegated authority.

Appropriate mechanisms to monitor the performance and development of senior executives are in place with all senior executives assessed annually. In addition, senior executives participate in a 360-degree feedback process once every three years which assesses behaviour against a leadership profile, with feedback forming part of annual performance review and development conversations.

Structuring the Board to add value

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

Through a 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.

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

Our Vision 2015-2019 is the cornerstone document that guides us and includes the Vision, Mission and Values of the organisation, the key result areas for work to be undertaken and the guiding principles and defined outcomes to be achieved in each key result area. The *Our Vision 2015-2019* document has been widely promulgated amongst caregivers. *Our Vision 2015-2019* has been utilised in the development of a new five-year strategic plan.

Safeguarding integrity in financial reporting

The Audit and Risk Committee has a key role in safeguarding the integrity of financial reporting. As with all Board committees, it has written terms of reference. Its membership comprises four non-executive Board members. In November 2014, Tony Howarth was appointed as the new Chair of the Audit and Risk Committee, replacing Ms Kerry Sanderson.

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.

Recognising and managing risk

During 2014/15, a dedicated governance team was established with accountability for embedding and maturing the group's approach to enterprise risk management and compliance, as well as the internal audit function. The Group Director Governance reports quarterly to the Audit and Risk Committee on risk, compliance and audit matters and annually to the Board on the organisation's risk profile.

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 the annual internal audit planning process, ensuring targeted and effective reviews. Management responses to risk issues, and action plans to rectify identified or potential risks, are monitored to ensure effectiveness and appropriate implementation.

In addition, internal audits are undertaken in relation to specific areas of risk. During 2015, internal audit conducted 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 signs 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.

Board meetings and committees

Board meetings

Chaired by Tony Howarth, the Board comprises 11 members including the Group Chief Executive Officer. 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 Ms Kerry Sanderson until October 2014 and then by Tony Howarth for the remainder of the year, the Audit and Risk 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 risks; and monitoring compliance with statutory responsibilities. Ernst & Young continued to act as the external auditor and the internal audit function was complemented by PwC and KPMG.

Finance and Investment Committee

Chaired by Dalton Gooding until November 2014 and then by Peter Prendiville for the remainder of the year, the Finance and Investment Committee comprises five Board members (four non-executive directors and the Group Chief Executive Officer), an independent investment expert and the Group Director Finance, Transformation and Capital Developments. The committee reviews financial performance, administers and manages surplus funds and also considers and makes recommendations on financial and investment matters.

Formation Committee

Chaired by Dr Tony Baker, the Formation Committee comprises four Board members (three non-executive directors and 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.

Clinical Performance Committee

Chaired by Dr Rosanna Capolingua, the Clinical Performance Committee comprises four Board members, the Group Chief Executive Officer, the Group Director Medical Services, the Group Director Nursing, a clinical nurse, a medical doctor and a consumer representative. The primary purpose of the committee is to assist the Board in fulfilling its governance responsibilities in relation to the organisation's clinical performance, particularly with regard to patient safety and quality.

Remuneration Committee

Chaired by Tony Howarth, the Remuneration 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

Board Attendance / Member	Board		Audit & Risk Committee		Finance & Investment Committee		Formation Committee		Clinical Performance Committee		Remuneration Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Tony Howarth	11 Chair	11	3 Chair (for 3/5 meetings)	3	11	10					2 Chair	2
Mark Bahen	11	11			6	5	4	4	2	2	2	2
Dr Tony Baker	11	8					4 Chair	4	4	3		
Jay Bonnington (until 31 December 2014)	5	5	3	2			2	0				
Dr Rosanna Capolingua	11	9	5	4					4 Chair	4		
Sr Linda Ferrington	11	9	5	3			4	4				
Dr Julie Caldecott (appointed 1 January 2015)	6	6	2	2								
Hon Robert Knowles AO (appointed 5 November 2014)	7	6							1	0		
Justin Carroll (appointed 1 January 2015)	6	6			6	6						
Dalton Gooding (until 31 December 2014)	5	5			5 Chair (for 5/11 meetings)	4					2	1
Peter Prendiville	11	11			11 Chair (for 6/11 meetings)	11						
Kerry Sanderson (resigned 16 October 2014)	3	3	2 Chair (for 2/5 meetings)	2	3	2						
Dr Michael Stanford	11	11			11	9	4	4	4	4		

TRUSTEES' BIOGRAPHIES

Ms Eva Skira

BA, MBA, FAICD, FAIM, SNR FFSIA

Chairman since 1 January 2014. Trustee since February 2012 and Deputy Chairman from 1 January 2013 – 1 January 2014.

- 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 since 1999 and Deputy Chairperson since 2008.
- Currently Chairman Water Corporation, Director Macmahon and RCR Tomlinson Ltd.

Rev Dr Joseph Parkinson

STL PhD

Deputy Chairman since January 2014, appointed October 2009

- Ordained for the Archdiocese of Perth in 1981.
- Postgraduate in Moral Theology from the Alphonsian Academy in Rome (STL) and The University of Notre Dame Australia in Fremantle WA (PhD).
- Currently Director of LJ Goody Bioethics Centre in Perth WA.
- Concurrent appointments: Director of Catholic Health Australia; Honorary Fellow of Australian Catholic University; Member of WA Department of Health Reproductive Technology Council; Clinical Ethics Consultancy of the Women and Children's Health Services WA and St John of God Health Care Human Research Ethics Committee.

Mrs Mary McComish

Appointed July 2013

- Barrister in the Supreme Court of Western Australia.
- Associate Professor of Law at The University of Notre Dame for 10 years.
- Dean of Law at The University of Notre Dame from 2005 until her retirement in 2007.
- Director of Daydawn Advocacy Centre, an initiative of the Catholic Church in the Archdiocese of Perth on behalf of indigenous people.

Mr John (Jack) Moore

Appointed July 2013

- Extensive business experience in marketing, advertising and public relations, including 28 years as principal of his own business providing services to a large range of companies.
- Involved at governance level for the Roman Catholic Trust Corporation.
- Board Member of Mercy Health and Aged Care in Victoria since 1996.
- Represented the Diocese of Sandhurst as Member of St John of God Australia Limited from October 2010 until 30 June 2013.
- Board Member of Mount Alvernia Hospital Bendigo (now St John of God Hospital Bendigo) from 1987-1996 and Chairman from 1990-1996.

Mr Mark Murphy

Appointed January 2014

- General Manager for the Australian Region of the Sisters of St John of God.
- Previously General Counsel and Company Secretary St John of God Health Care.
- Affiliate member of the Australian Institute of Company Directors, the Law Society of WA, the Australian Corporate Lawyers Association and an alumni of Leadership WA's Signature Leadership Program.

Mrs Therese Temby

BSc, Grad Dip Educ, Grad Dip ILS

Appointed October 2004

- Career began 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 from 1993-2003, Chair of the Curriculum Council of WA from 2004-2006 and Chair of the National Catholic Education Commission from 2008-2013.

Mr Frank Cooper

AO B.Com (UWA)

Appointed January 2015

- Extensive business experience spanning more than 30 years and an outstanding record of community service.
- Member of the Senate of the University of Western Australia, Chair of its Strategic Resources Committee and a commissioner of the West Australian Football Commission.
- Previously held board membership at a number of community and arts organisations, including the Major Performing Arts Board from 2006-2013 and the West Australian Opera Company from 1994-2006, including Chair from 1997-2006.
- Currently a director of Woodside Petroleum Limited and South 32 Limited and Chairman of the Insurance Commission of Western Australia.
- Fellow of the Institute of Chartered Accountants in Australia and a Fellow of the Australian Institute of Company Directors.
- Awarded an Officer of the Order of Australia in 2014 and West Australian of the Year – Professions category in 2015.

Left to right: Mr Frank Cooper, Ms Eva Skira, Mr Mark Murphy, Mrs Mary McComish, Mr John (Jack) Moore, Mrs Therese Temby, Rev Dr Joseph Parkinson.



BOARD BIOGRAPHIES

Mr Tony Howarth

AO, CitWA, Hon LLD WAust, SF Fin, FAICD

Chairman 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 MMA Offshore Limited; Non-executive Director, Wesfarmers Ltd, BWP Management Pty Ltd and Alinta Energy; Member of industry and community organisations including: Director of Western Australian Rugby Union and Member Rio Tinto Community Fund.
- Past Chairman Alinta Limited, Home Building Society Ltd, the Australian Chamber of Commerce and Industry, the International Chamber of Commerce of Australia, the Committee for Perth, and Deputy Chairman of Bank of Queensland Ltd and the University of Western Australia Senate.
- Chairman University Club, Deputy Chair UWA Business School and Adjunct Professor (Fin. Mgt.) UWA Business School.

Mr Mark Bahen

LLB

Deputy Chairman 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.

Dr Julie Caldecott

MBBS, MBA

Appointed January 2015

- More than 20 years' experience as a consultant to the public and private sectors, with a focus on consumer goods and health, for Boston Consulting Group (BCG) as a Director and Partner until 2011.
- Trained as a medical practitioner prior to joining BCG and has an MBA from Melbourne Business School, University of Melbourne.
- Previous Board memberships include non-executive directorships at the Royal Children's Hospital, Melbourne, the Transport Accident Commission, Victoria and the Institute for Safety, Compensation and Recovery Research.

Mr Justin Carroll

BCom, FCA

Appointed January 2015

- Managing Partner of PwC Australia's Perth office and has more than 24 years' experience in the provision of external audit, due diligence and advisory services.
- A Governor and Director of The University of Notre Dame Australia (UNDA) and chair of UNDA's Finance, Risk and Audit Committee.
- Fellow of the Institute of Chartered Accountants, a registered Company Auditor and holds a Bachelor of Commerce in Accounting and Finance from the University of Western Australia.

Dr Michael Stanford

CitWA, MB BS (UNSW), MBA (Macq U), Grad cert LCC (ACU), FAICD, FAFPHM, FAIM

Group Chief Executive Officer

- Appointed Group CEO of St John of God Health Care in February 2002.
- 30 years' experience in health care management – the last 20 years as Chief Executive Officer of large, complex, multi-campus health care organisations.
- Non-executive director of Curtin University and the St Ives Group Pty Ltd.
- Member of the National Health Performance Authority.
- 2010 WA Citizen of the Year Award winner in the industry and commerce category.
- Under Michael's leadership, SJGHC has significantly expanded its number of operating divisions, greatly diversified its range of services, quadrupled its size in terms of revenue and become a leader in the provision of high quality health care.



▲
Left to right: Mr Justin Carroll, Dr Tony Baker, Assoc Prof Rosanna Capolingua, Sr Linda Ferrington, Mr Mark Bahen, Mr Tony Howarth, Dr Michael Stanford, Dr Julie Caldecott, Mr Peter Prendiville, Hon Robert Knowles.

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 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, and several diocesan and college Boards.
- Congregational Councillor for the Sisters of Charity, Director of the Institute for Mission in Parramatta and Principal of several Catholic schools.
- Masters' degrees in Religious Education, Education (Administration), and Masters of Arts in Pastoral Leadership and Theology.

Hon Robert Knowles

AO MAICD

Appointed November 2014

- Holds commercial directorships at Global Health Ltd, Drinkwise Australia Ltd, Silver Chain Group Ltd and IPG Ltd.
- Member of the Victorian Parliament from 1976-1999 and responsible for a number of portfolios, including Minister for Health from 1996-1999 and Minister for Aged Care from 1996-1999.
- Current Chair of the Royal Children's Hospital, Melbourne, Commissioner of the National Mental Health Commission and Chair of the Victorian Health Reform and Innovation Council.
- Awarded an Officer of the Order of Australia in 2007 for service to the community through a range of aged care, mental health, research and cultural activities and his work in the Victorian government.

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 Rottneest.
- Chairman of Tourism WA.
- A Trustee, Director and Deputy Chancellor of The University of Notre Dame Australia, and has been involved with the university since its inception.

GROUP MANAGEMENT COMMITTEE BIOGRAPHIES

Dr Michael Stanford

CitWA, MB BS (UNSW), MBA (Macq U), Grad cert LCC (ACU), FAICD, FAFPHM, FAIM

Group Chief Executive Officer – Appointed February 2002

- 30 years' experience in health care management – the last 20 years as Chief Executive Officer of large, complex, multi-campus health care organisations.
- Non-executive director of Curtin University and the St Ives Group Pty Ltd.
- Member of the National Health Performance Authority.
- 2010 WA Citizen of the Year Award winner in the industry and commerce category.
- Under Michael's leadership, St John of God Health Care has significantly expanded its number of operating divisions, greatly diversified its range of services, quadrupled its size in terms of revenue and become a leader in the provision of high quality health care.

Ms Tammy Sandison

BSc (Nursing), MBA, Grad Cert QI in Health Care, FLWA

Acting Group Director Nursing - Appointed January 2015

- More than 20 years' experience in the Australian health care system including 15 years with St John of God Health Care.
- Previous roles include CEO/DON St John of God Geraldton Hospital from 2006-2010.
- Recipient of the 2007 40 under 40 Award (WA) and WA State Finalist in the Telstra Business Women's Awards 2007.
- Fellow of Leadership WA.

Mrs Tracey Burton

BHA, MBA, GAICD

Executive Director Eastern Hospitals – Appointed October 2010

- More than 25 years' experience in the Australian health sector including leadership roles in public and private hospitals and within the Catholic health care sector.
- Previous roles include: St George Private Hospital, Ramsay Health Care; General Manager Corporate Services St Vincent's & Mater Health Sydney; Executive Director Mater Private Hospital, South Brisbane, and Project Manager and General Manager, Hawkesbury District Health Service.

Mr John Fogarty

Dip App Sc, B.Bus (Bus Admin), MBA, Grad Cert LCC, MAICD

Executive Director Perth Southern and Regional Hospitals; Chief Executive Officer, St John of God Murdoch Hospital - Appointed September 2013.

- More than 25 years' experience in the Australian health care system across public, private for-profit and not-for-profit hospitals and the aged and community care industry.
- Previously Chief Operating Officer, Mercy Health.
- CEO St John of God Ballarat Hospital from 2004 to 2011 during which time he led the \$65million facility redevelopment and major organisational and cultural change initiatives.
- Completed the Executive MBA at Melbourne Business School in 2007.
- Director of St John of God Foundation Ltd and Dencross Pty Ltd trading as Murdoch Surgicentre.
- Member of the Australian Institute of Company Directors.

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

- Overall responsibility for managing the group's regional health services in WA including St John of God Bunbury Hospital and St John of God Busselton Dialysis Unit.
- Director of Rural Health West.

Ms Rita Maguire

GAICD

Group Director Workforce – Appointed November 2012

- More than 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.



▲
Left to right: Mr Bryan Pyne, Dr Mark Lubliner, Ms Jennifer Stratton, Mr Michael Hogan, Ms Tammy Sandison, Mr Michael Krieg, Mr John Fogarty, Dr Lachlan Henderson, Dr Michael Stanford, Mr Mark Grime, Mr Kevin Taylor, Mrs Tracey Burton, Ms Rita Maguire, Mr Stephen Roberts, Mr John Pease.

Mr Bryan Pyne

BBus, FCA

Group Director Finance, Transformation and Capital Developments – Appointed October 2007

- 20 years' experience in finance including 14 years with St John of God Health Care.
- Prior to his most recent 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).
- Member of The University of Notre Dame Audit and Risk Committee.

Mr Stephen Roberts

BBus, BHA, MBA

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

- Early career in the public sector before joining St John of God Health Care in Goulburn, New South Wales in 1986 and St John of God Geelong Hospital in 1991.
- Long-standing involvement in health care industry associations including past Chairman of the Church and Charitable Private Hospitals Association.
- Board member Committee for Geelong.

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 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 more than 25 years.
- Previously Chief Executive Officer, St John of God Pathology.
- Externally recognised for his role in establishing nursing, pathology and rural health programs in Timor-Leste.
- Board member of Mosaic Community Care.

Dr Lachlan Henderson

MB BS, FRACGP, MHSM, GAICD, Grad Cert LCC, Cert Sports Med

Executive Director Perth Northern Hospitals and 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.
- Fellow of Leadership WA.
- Deputy Chairman for the Board of Western Australian Cricket Association (WACA).

Mr Michael Hogan

B Com, GDip (HSM), CA, MAICD, Grad Cert LCC

Chief Executive Officer St John of God Pathology – Appointed August 2013

- Outstanding knowledge of the health industry and regional Victoria with strong commercial and leadership skills.
- Previous roles include General Manager St John of God Pathology, Victoria and Chief Executive Officer St John of God Bendigo Hospital.
- Chartered Accountant for 30 years, of which 10 years was in private practice.

Mr Michael Krieg

RN Dip App Sc (Nursing) BSc(Nurs) Grad Cert LCC MRCNA MAICD AFCHSM CHE

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

- Experienced hospital professional with more than 29 years' health care experience, the last 15 years as a CEO of both public and private hospitals.
- Previous roles include CEO of Calvary Health Care, Tasmania, Mildura Base Hospital and Knox Private Hospital.
- Board Member of Committee for Ballarat and Chair of Grampians Integrated Cancer Service.

Dr Mark Lubliner

B. Med Sci (Hons), MBBS, MBA, FRACMA

Group Director Medical Services – Appointed July 2012

- Extensive international medical care and health administrative experience, including strategic planning and deployment, clinical governance, and enterprise risk management at Cabrini Health and South East London Strategic Health Authority.
- Held Medical Director positions in the United Kingdom and at The Alfred Hospital, Melbourne.
- Fellow of the Williamson Community Leadership Program.
- Board Member Caroline Chisholm Centre for Health Ethics.
- Australian Medical Council and ACHS Surveyor and Member of Private Hospital Sector Committee for the Australian Commission on Safety and Quality in Health Care.

Mr John Pease

LLM (with distinction)

Group Director Governance - Appointed October 2014

- Substantial experience leading teams of governance professionals in the areas of risk management, compliance, internal audit, legal services and company secretariat, across a number of highly regulated sectors including banking and finance, higher education and electricity networks.
- Previous roles include eight years as Western Power's General Counsel and Company Secretary, in addition to a similar role at Murdoch University and BankWest, private practice, the courts and government.
- Completed a Master of Laws (with distinction) in 1998 from the University of Western Australia.

GLOSSARY

Accreditation

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

Acute care

Treatment of a sudden episode of illness or injury.

American Nurses Credentialing Center (ANCC)

A subsidiary of the American Nurses Association (ANA) that promotes excellence in nursing and health care through internationally renowned credentialing programs.

Assurance map

A tool that visually presents all assurance activities of the organisation, both internal and external, as they apply to the organisation's risks.

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

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

Australian Council on Healthcare Standards (ACHS)

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

Balanced scorecard

A tool used by managers to monitor performance against a small number of financial and non-financial targets.

'Best in class'

The highest current performance level in an industry, one that others use as a standard or benchmark to be equalled or exceeded.

Board

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

Brothers of St John of God

A congregation of Catholic Brothers who established psychiatric hospitals, residential schools and other care

facilities and programmes for intellectually disabled and at-risk people in Australia and New Zealand.

Business Continuity Plan

A detailed plan of how an organisation will continue to operate if there is an incident or crisis.

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 Pastoral Education Program

An accredited education program on pastoral care offered by St John of God Health Care in Victoria and Western Australia.

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.

Cultural Alignment Strategy

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

Central Sterile Supply Department (CSSD)

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

Disability and Inclusion Plan (DAIP)

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

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.

Eastern Region

An internal expression referring to all St John of God Hospitals in Victoria and New South Wales.

Episode/occasion of service

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

EQulPNational Program

A four-year accreditation program for health care organisations, administered in Australia by the Australian Council on Healthcare Standards, that comprises 10 mandatory National Safety and Quality Health Services Standards (NSQHS Standards) and five other standards that focus on the performance of non-clinical systems.

Formation

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

Foundations 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.

Group

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

Hospital Consumer Assessment of Healthcare Providers (HCAHPS) Survey

A standardised patient experience survey that focuses on the frequency with which certain tasks were done, as opposed to how well something was done.

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.

Inpatient

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

Intern

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

Magnet status

An award given by the American Nurses Credentialing Center, to health care organisations that meet certain standards for quality patient care, nursing excellence and innovation in professional nursing practice.

Memorandum of Understanding

A written agreement between two or more parties.

Mental health simulation

A highly realistic, staged clinical interaction between an actor and a mental health practitioner.

Multicentre studies

Research that takes place across more than one location.

National Safety and Quality Health Service Standards (NSQHS Standards)

Ten mandatory national standards, developed by the Australian Commission on Safety and Quality in Health Care, that aim to improve the safety and quality of health service provision.

National Association of Testing Authorities, Australia (NATA)

The national authority responsible for the accreditation of laboratories, inspection bodies and calibration services in Australia.

Net Promoter Score (NPS)

A customer loyalty metric that measures the loyalty between a provider and a consumer, based on how likely a consumer would be to recommend the provider to others.

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.

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.

Perth Northern Hospitals

An internal expression referring to a group of St John of God Hospitals in Western Australia, specifically St John of God Midland Public and Private Hospitals, St John of God Subiaco Hospital and St John of God Mt Lawley Hospital.

Perth Southern and Regional Hospitals

An internal expression referring to a group of St John of God Hospitals in Western Australia, and in regional locations, specifically St John of God Murdoch Hospital, St John of God Geraldton Hospital and St John of God Bunbury Hospital.

Press Ganey

An independent company that 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 or companies, involving a contract between a public sector authority and a party or parties.

Reconciliation Action Plan (RAP)

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

Registered Training Organisation

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

Registrar

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

Resident Medical Officer

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

Root cause analysis

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

Same day patient

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

Separation/discharge

The completion of an episode of care.

Service Ethos

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

Social justice

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

Social Outreach

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

Sisters of St John of God

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

Specialist Training Program

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

Stewardship

Effective and sustainable use of resources.

Sustainability

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

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.

Transformation

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

Trustees

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

Workforce planning

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

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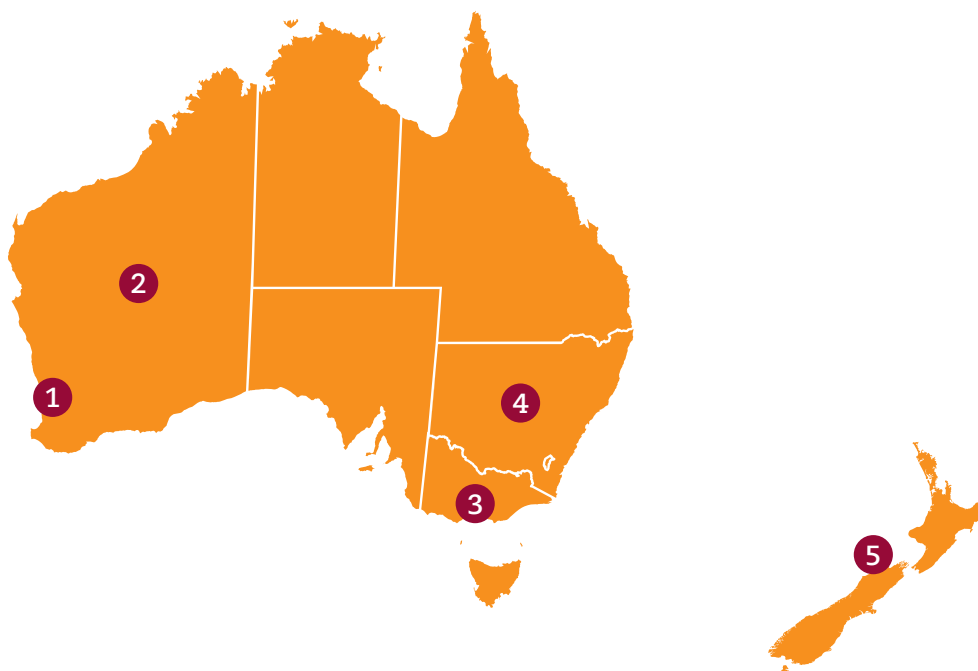
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2. WESTERN AUSTRALIA

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St John of God Midland Public and Private Hospitals

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4. NEW SOUTH WALES

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