

**EVERY ENCOUNTER
MATTERS**

Annual Report 2017-18



ST JOHN OF GOD
Health Care

ESTABLISHED IN
1895

IN WESTERN AUSTRALIA BY
THE SISTERS OF
ST JOHN OF GOD



EMPLOYED
13,959
CAREGIVERS

AUSTRALIA'S
LARGEST
CATHOLIC
NOT-FOR-PROFIT PRIVATE
HOSPITAL GROUP

TREATED
208,313
OVERNIGHT AND
SAME DAY PATIENTS

OPENED
THE NEW ST JOHN
OF GOD BERWICK
HOSPITAL IN SOUTH
EAST MELBOURNE



OVERSAW THE
ADMINISTRATION OF
\$71 MILLION,

INCLUDING PARTNERSHIP
FUNDING, TO COMMUNITY
SERVICES AND SOCIAL JUSTICE
INITIATIVES REACHING OUT
TO PEOPLE EXPERIENCING
DISADVANTAGE

HOME NURSING
SERVICES IN VICTORIA
AND WESTERN
AUSTRALIA DELIVERED

111,184
EPISODES OF CARE

24
FACILITIES,

COMPRISING 3,407 BEDS
LOCATED IN WESTERN
AUSTRALIA, VICTORIA,
NEW SOUTH WALES AND
NEW ZEALAND

AUSTRALIA'S
**THIRD
LARGEST**
PRIVATE HOSPITAL
OPERATOR





CONTENTS

•	04	Overview
	06	Foreword
	08	Highlights
	10	Strategic Priorities
	12	Our organisation
	14	Chair report
	16	Group CEO report
•	18	Stewardship
•	28	Services
•	58	Excellence
	60	Excellence in care
	70	Excellence in research
	78	Excellence in education and training
•	80	People
•	92	Community Advocacy
•	102	Governance
	116	Glossary
	120	Index
	122	Contact us

OVERVIEW





FOREWORD



'Every encounter matters' is the theme for this year's annual report and it is a profound call to action. It means recognising and responding to each person, every time, and treasuring his or her unique dignity in accordance with *Our Vision*.

The notion of encounter has a deep spiritual significance in the Catholic tradition... it implies reciprocity, connection and intention.

The culture of encounter is something that Pope Francis has spoken about often and strongly encourages. He uses the term frequently to communicate the idea of reaching out, of going past ourselves and of being there for others, particularly the vulnerable or neglected.

It involves deep active engagement – as Pope Francis said: "not just seeing, but looking; not just hearing, but listening... allowing yourself to be moved with compassion."

It also recognises the value of the small gesture, the everyday moment and the importance of consistency.

For a healthcare provider, there is a very practical application for this type of encounter. This richer, person-centred notion of encounter, which places ideas of service and reciprocity at the centre, is the ideal of encounter we aim for at St John of God Health Care as a ministry of the Catholic Church.

It is also a call to be open and welcoming. In October last year, Pope Francis tweeted: "The culture of encounter means recognising that we are all children of God, despite our differences."

We embrace this inclusive view at St John of God Health Care, and offer hospitality to all.

Modern healthcare is complex and increasingly technology-driven. As one of Australia's largest and longest standing providers, St John of God Health Care is at the leading edge of advances in healthcare and we ensure we provide access to the highest quality research, technology and clinical expertise.

We recognise that people are often anxious, indeed vulnerable, when faced with challenges to their health and wellbeing. Our goal is to provide the best that modern medicine and technology can offer without losing sight of the person at the centre - to provide the best possible experience and care for patients and clients, to address their needs and foster a reason to hope.

WELCOME TO NEW TRUSTEES

In 2017-18, we farewelled Therese Temby AO after 14 years of service as a Trustee. Therese was a source of wisdom and insight and fulfilled her role with dedication and a great generosity of spirit. We are fortunate to have benefitted from her experience and expertise and I thank her for her astute advice and counsel.

I'm delighted to welcome two new Trustees. Danielle Cronin joined us in January and Susan Pascoe AM commenced with us in May, and both have outstanding credentials in Catholic leadership and the not-for-profit sector. Danielle has held senior roles in education, and Susan was the inaugural Commissioner of the Australian Charities and Not-for-profit Commission. I look forward to working with them both.

BOARD AND GROUP CEO ACKNOWLEDGEMENTS AND NEW APPOINTMENTS

St John of God Health Care has been fortunate to have had dedicated and committed board members and I thank those who completed outstanding service during 2017-18.

Tony Howarth AO served as a member of the St John of God Health Care Board for 17 years, including 14 as Chairman. We were very blessed in having Tony's leadership, his deep commitment to the Mission, his passion for the ministries and his skill and wisdom. His stewardship and collaborative leadership were exemplary and we are deeply thankful to him for sharing our journey.

We are also very appreciative of the contributions of Mark Bahen and the Hon Robert Knowles AO who concluded their terms of appointment in December 2017. Mark was with us for nine years, including six as deputy chairman and he was an important contributor to the Finance and Investment Committee. Robert joined us from Victoria and we benefitted greatly from his insights, wisdom and experience as a former state government health minister.

The past year also saw us farewell Dr Michael Stanford AM, who led our organisation as Group CEO for 16 years. Michael was an outstanding leader who grew the organisation substantially and we will be forever grateful for his leadership of the Mission and stewardship of the organisation.

We warmly welcome back the Hon Kerry Sanderson AC, who has previously served on our Board, as our new Chair. Kerry knows our organisation well, has an impeccable record for service to the community at the most senior

levels and excellent credentials to lead our organisation in our Mission to offer hospitality, hope and healing.

We also welcome James McMahon and Adrian Arundell who joined the Board during the past year. James has a diverse background and highly distinguished career in the Australian Defence Force and Adrian is a prominent business leader with excellent commercial acumen across a range of industries.

I am also very pleased to welcome back Dr Shane Kelly as our new Group CEO. Shane was previously with St John of God Health Care as a hospital CEO, and has an illustrious background in public health and Catholic healthcare. We feel very fortunate to have him leading this organisation and I know he will lead St John of God Health Care, over the next era, with capability, skill and dedication to the Mission.

As exemplified by our departing Trustees, Board and executive members, Therese, Tony, Mark, Robert and Michael, we are fortunate at St John of God Health Care to have a caring and committed community of caregivers, volunteers and doctors. I am very proud to present an Annual Report that demonstrates to you the work they have done over the past twelve months, how they give expression to our service ethos to make every encounter matter, and how they continue the healing Mission of Jesus Christ.



Eva Skira
Chairman of Trustees

HIGHLIGHTS

HOSPITAL SERVICES

1.1 per cent growth in total patient separations. Overnight separations were up 1.7 per cent, day separations also grew 0.6 per cent.

Overnight procedure activity was consistent with the prior year, lower than separations growth, due to a lower proportion of overnight procedures in public hospitals. Day patient procedure growth was 0.4 per cent.

COMMUNITY SERVICES

Provided assistance to more than 1,000 clients throughout Victoria with accommodation, individualised support, therapy, respite and employment services through St John of God Accord and commenced Project Enable to construct a five-bedroom technology-enhanced house to enhance quality of life to individuals with a complex intellectual disability. Delivered more than 17,000 hours of support through Raphael Services and provided more than 27,000 bed nights for young people while assisting 122 to access secondary or tertiary education, 71 to find employment and supporting 59 to transition to independent living. Provided more than 15,000 service contacts through our Community Mental Health Services in Western Australia and regional Victoria along with over 11,000 bed nights in residential accommodation being provided for people with complex mental health issues via our Casa Venegas services in western Sydney. Continued to deliver healthcare capacity building programs in Timor Leste including assistance in training more than 240 nurses through our programs, with 41 nurses and 13 midwives successfully graduating from the Nursing Graduate Program. Provided 134 residential care placements to adults who have complex physical and neurological disabilities in New Zealand through Hauora Trust.

HOME NURSING

Undertook 111,184 visits in Western Australia and Victoria. Reviewed business model – new structure to take effect from 1 July 2018. (p32)

TRAINING AND EDUCATION

Launched the inaugural, organisation-wide Learning Needs Assessment. Endorsed 31 priority programs and initiatives for funding and standardisation. (p88)

NURSING AND MIDWIFERY EDUCATION

Introduced national standardised approach to Graduate Nurse Program in February 2018. Recruited 42 graduate nurses in Western Australian metro hospitals, four registered nurses at St John of God Ballarat Hospital and two enrolled nurses at St John of God Berwick Hospital. (p78)

MEDICAL EDUCATION

Continued to support the Specialist Training Program (STP) across a range of specialties. (p78)

MISSION

Continued implementation of the Mission Management Model. (p82)

FORMATION

Provided dedicated formation programs for all management roles and formation opportunities for all caregivers. (p82)

DIGITAL AND TECHNOLOGY

Developed draft digital strategy, commenced recruitment for new operating model, implemented a range of significant initiatives with further projects under implementation. (p26)

RESEARCH

Approved 157 research studies, and participated in numerous clinical registries. (p70)

FINANCIAL PERFORMANCE

Achieved revenue of more than \$1.7 billion. Growth of 1.1 per cent, reflecting the continued downturn in the private hospital sector in terms of activity and revenue growth. (p22)

REDEVELOPMENTS

Completed greenfield development of new St John of God Berwick Hospital, on time and on budget, in partnership with Generation Healthcare REIT. (p24)

WORKFORCE

Total number of caregivers as at 30 June 2018 across the group was 13,959 (8,573 full time equivalent).

Recruited about 300 caregivers for St John of God Berwick Hospital development and completed transfer and on-boarding of 102 staff from Marillac Limited (acquired in May 2017) to St John of God Accord. (p83)

OCCUPATIONAL, HEALTH, SAFETY AND WELLNESS

Inaugurated the St John of God Health Care Tony Howarth Safety Awards (see page 87), in partnership with Hesta.

Introduced a new measure to safety rates (medical treatment injury frequency rate). (p87)

GOVERNANCE AND STEWARDSHIP

Progressed initiatives and programs to create further efficiencies in our hospital allowing caregivers to spend more time with patients and continued to focus on governance improvements.

PATIENT SAFETY

Implemented a range of initiatives as part of the patient safety strategy across mental health, obstetrics and midwifery, clinical deterioration and surgical safety. (p62)

ACCREDITATION

St John of John God Geelong, Bendigo and Pinelodge Hospitals and Hawkesbury District Health Service underwent organisation-wide accreditation and successfully met all criteria relating to the NSQHS Standards. (see Services from p28)

SOCIAL JUSTICE AND ADVOCACY

Continued implementation of our Innovate Reconciliation Action Plan (RAP) to lay the foundation for securing a Stretch RAP in 2019, with significant focus on creating a sustainable Aboriginal and Torres Strait Islander peoples employment model, a caregiver engagement strategy, and a group-wide and online cross-cultural formation module.

Presented to the Australian Bishops Conference for Pastoral Life (disability) Commission, sharing the Disability Access and Inclusion Plan along with our approach to employing people with disability. (p94)

HERITAGE

Documented and catalogued the St John of God Health Care heritage database, and secured premises for storage and collection management. (p95)

ARTS AND HEALTH

Undertook a number of research projects in partnership with the University of Western Australia and the University of New South Wales to look at the impacts of the arts on health and well-being at St John of God Frankston Rehabilitation Hospital, St John of God Burwood Hospital, and St John of God Mt Lawley, Geelong, Berwick and Midland Public Hospitals. (p95)

OUR STRATEGIC PRIORITIES 2015-2019

Our Strategic Priorities 2015-2019 builds on the strategies and expectations outlined by the Trustees in *Our Vision 2015-2019* and assists us to achieve the outcomes identified.

1

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

2

To significantly increase our investment in information, analytics and technology

3

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

4

Deeper partnering with key stakeholders

5

Capital optimisation



OUR ORGANISATION

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

As a leading provider of high quality healthcare services that include hospitals, home nursing, disability and outreach services in 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.

Our culture is informed by Gospel values where the innate dignity of each person is valued and upheld.



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.

SERVICE ETHOS

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

The key tenets of our Service Ethos are:

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

OUR SYMBOL

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



FOUNDING STORY

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 healthcare 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 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.

CHAIR REPORT

It has been a great pleasure for me to return to the St John of God Health Care Board as Chair and to work with Dr Shane Kelly, who was previously a CEO at St John of God Subiaco Hospital for more than eight years.

Although both newly appointed to our current roles, Shane and I have a shared history at St John of God Health Care, which brings the benefits of continuity to the organisation and gives us a solid foundation on which to prepare for the future. Both of us chose to return because of the important work done by St John of God Health Care and our commitment to the Vision and the Values.

The 2017-18 year continued to present headwinds for the private healthcare industry, and St John of God Health Care's continuing response is to focus on delivering high quality services to those seeking care and support, while containing costs at a time of slower private hospital revenue growth.

The relatively flat net result for the year is a creditable result given the external environment and reflects a prudent approach to stewardship. This will remain critical for the foreseeable future as we seek to ensure that our funds are directed first and foremost toward providing care and support to the community and that we have a sound moat to insulate us in the face of continued pressures on both government and private health insurance funding.

The two hospitals we operate as public private partnerships, St John of God Midland Public Hospital in Western Australia and Hawkesbury District Health Service in New South Wales, continued to grow and provide outstanding services to their respective communities in 2017-18. St John of God Health Care has a long history of partnering with state and federal governments to provide health and disability services. We see the provision of public health as an important part of our Mission to meet community need and our goal is to seek more opportunities to partner with governments, both state and federal.

Clinical performance and patient experience are foremost for the Board, building on the existing strong focus on caregiver safety initiated by the Board over the last few years. The focus on compassionate care that extends beyond the clinical experience is also an important recognition of the patients' and clients' emotional and other needs and how we can assist in helping those experiencing vulnerability beyond their healthcare needs to have access to truly person-centred care.

One of the guiding principles outlined for St John of God Health Care is social justice and the provision of services for those who are vulnerable, poor or marginalised. We have made very good progress in our social outreach and disability services, now operating under the umbrella of Community Services. These services have both undergone significant change in the past couple of years resulting in growth and the extension of our services in these key areas, greatly benefitting those to whom we provide services.

Good progress has also been made in the past year in advancing advocacy in social justice in the three key areas of disability access and inclusion; reconciliation; and asylum seeker and refugee engagement. This is an important part of our Catholic ministry.

Technology remains a key focus for the Board and technology has a growing role in healthcare as an enabler to help us focus on the highest standards of clinical excellence. Cyber security and patient privacy are clearly areas of importance for us both now and in the future.

The Board was pleased with the successful commissioning and opening of St John of God Berwick Hospital, a \$120 million joint venture with Generation Healthcare REIT, which will provide enhanced and expanded services to the south-east Melbourne community, close to home.

Although we will continue to redevelop our facilities in response to community need as required, and have a number of upgrades in the pipeline, the opening of St John of God Berwick Hospital marked the end of a significant phase of capital projects. As we continue to operate in a more challenging environment marked by slower growth, more commercially focused funders and greater competition, prudent financial stewardship is a clear priority.

Two other new members joined the Board in 2017-18. James McMahon commenced in July 2017 and Adrian Arundel in February 2018. Together they bring excellent commercial experience across a range of industries and complement a committed and excellent Board. The Board is fortunate to have a great balance across healthcare, not-for-profit and other industries, which augurs well for the ability to continue to provide sound stewardship in a more challenging environment.

Our focus over the next twelve months will be on finalising and implementing actions identified under the Strategic Priorities and in our next five-year Strategic and Business Plan. The Board will continue to focus on oversight of clinical risk and excellence, and compassionate and excellent patient care. We will continue to provide palliative care and to advocate for more places for those who would benefit from access to palliative care.

I would like to pay particular tribute to my predecessor, Mr Tony Howarth AO, for his leadership as Chairman for 14 years. His knowledge and experience is hard to replace. I would also like to thank incoming Group CEO, Dr Shane Kelly, as well as his predecessor, Dr Michael Stanford AM, my fellow Board members, our Trustees and all our caregivers, doctors, allied health professionals and volunteers who every day ensure that every encounter matters. We work in an important industry and want to provide hospitality, hope and healing as well as compassionate care to those who need it, and I would like to thank all who work with us in achieving our Mission.



Kerry Sanderson
Chair



GROUP CEO REPORT

It was a great privilege to be appointed as Group CEO in early June 2018. Ensuring the continuation of our Mission is my key responsibility as Group CEO and I am fortunate to be building on strong foundations developed under Dr Michael Stanford's leadership.

Our overarching strategic priority is to be a recognised leader in the Australian health sector for the provision of high quality care. Patient safety and patient experience have been two areas of significant focus and in 2017-18 we implemented the Patient Safety Strategy and rolled out the Net Promoter Score and the Australian Hospital Patient Experience Question Set in all acute hospitals. These two initiatives will help us to continue to provide enhanced patient-centric services and will be tools that will assist us in meeting the call of our Mission to provide compassionate, person-centred care.

Community Services, the arm of our organisation that delivers our social outreach and disability services, has continued to build on strong foundations to improve the lives of people in need. In 2017-18, we completed the integration of Marillac services with St John of God Accord and we now provide assistance to more than 1,000 clients throughout Victoria. We also expanded our Social Outreach work and increased services in the areas of perinatal and infant mental health, accommodation and support for at-risk young people, mental health, international health and disability.

The past year has seen the implementation of major recommendations arising from the Mission Management Model review, including new position descriptions for Mission leaders, the development of Leadership Formation pathways, improved reporting and the development of a revised formation policy to guide our efforts in the years ahead.

In 2017-18, we completed work on a number of capital projects, most notably St John of God Berwick Hospital, which opened in January this year and services the rapidly growing region of south-east Melbourne. St John of God Health Care has a significant presence in this region and a focus on ensuring we are well positioned to meet community need in the area. In addition to opening the new hospital at Berwick, we completed a substantial upgrade to St John of God Frankston Rehabilitation Hospital. We have also put in place a number of operational changes, including a restructure, to position us to align our services to community requirements in this region of Melbourne.

Technology and upgrading our investment in our digital capabilities was a big focus in 2017-18. Technology plays an increasing role in daily life and is a key enabler in healthcare. Significant progress was made in three key areas: establishing a more robust operating model; enterprise architecture and developing a digital strategy; and work programs addressing priorities identified by our hospitals and other services.

While as a not-for-profit financial performance is not our main goal, ensuring that we are using our resources in a fiscally responsible way that will allow our services to reach the greatest areas of need is one of the foundational requirements laid out in *Our Vision*. Careful cost management and sound financial stewardship have been a key area of focus and will continue to be so in the challenging environment in which we continue to operate.

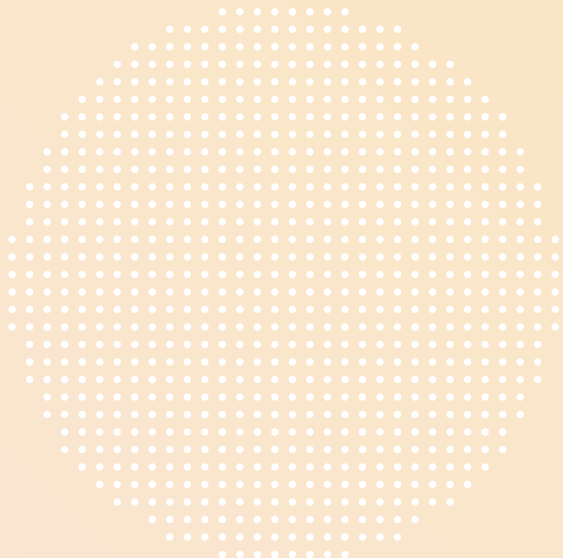
Caring for our own people is part of our Mission and we have had a strong focus on Occupational Health and Safety over the past three years. I am delighted to report that in the 2017-18 financial year there was an improvement in safety performance of more than 47 per cent, an outstanding result. We will continue this focus and have a goal of zero harm at work as part of our Good to Great OHS strategy.

We are now moving into the last year of our five-year planning cycle. As the 2015-2019 Strategic Priorities near an end, we have commenced planning for the future. While the strategy is still to be determined, we expect that clinical excellence, patient care and experience, and extending our models of care based on changing community needs will be our broad areas of focus, underpinned by a fit-for-purpose and lean support structure as well as appropriate technology.

I would like to end by thanking the Board and Trustees and the caregivers, specialist doctors, volunteers, donors and consumer representatives who make up St John of God Health Care, for their hard work in 2017-18. I look forward to continuing to provide outstanding care and support to the communities we serve in the coming twelve months and beyond.



Dr Shane Kelly
Group CEO



STEWARDSHIP



FINANCIAL OVERVIEW

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2018	2017-18 \$M	2016-17 \$M
Revenue		
Hospital income from ordinary activities	1,632.0	1,576.2
Pathology income from ordinary activities	-	379
Other income	74.4	73.0
Total revenue for the period	1,706.4	1,687.1
Expenses		
Employment costs	963.2	945.5
Medical consumables and supply expenses	397.9	397.4
Other expenses from ordinary activities	229.4	228.3
Total expenses for the period	1,590.5	1,571.2
EBITDA	115.9	115.9
Interest, depreciation and amortisation	82.8	82.0
Net surplus for the period	33.1	33.9

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2018	2017-18 \$M	2016-17 \$M
Current Assets	247.5	232.8
Non-Current Assets		
Property, Plant & Equipment	1077.7	1076.6
Other	90.2	83.8
Total Assets	1,415.4	1,393.2
Current Liabilities	346.6	308.6
Non-Current Liabilities		
Borrowings	285.5	333.2
Other	379	41.0
Total Liabilities	670.0	682.8
Net Assets	745.4	710.4
Equity	745.4	710.4

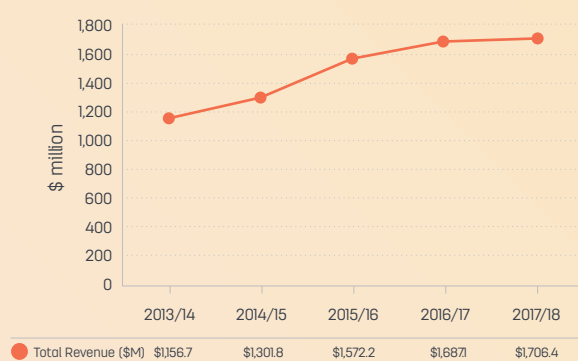
CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2018	2017-18 \$M	2016-17 \$M
Net Cash Inflows from Operating Activities	144.1	98.5
Net Cash Outflows from Investing Activities	(89.4)	(123.2)
Net Cash Flows from Financing Activities	(50.5)	18.3
Net increase / (decrease) in Cash and Cash Equivalents	4.2	(6.4)
Cash and Cash Equivalents at the beginning of the year	33.6	40.0
Cash and Cash Equivalents at the end of the year	37.8	33.6



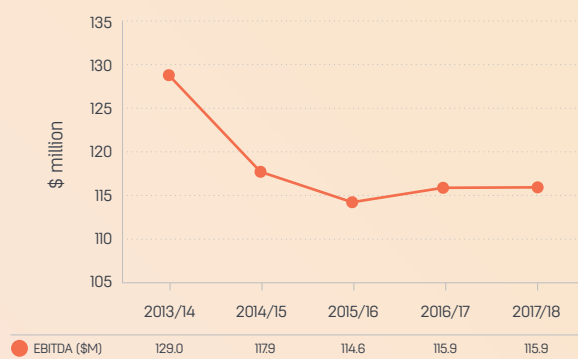
STEWARDSHIP

TOTAL REVENUE



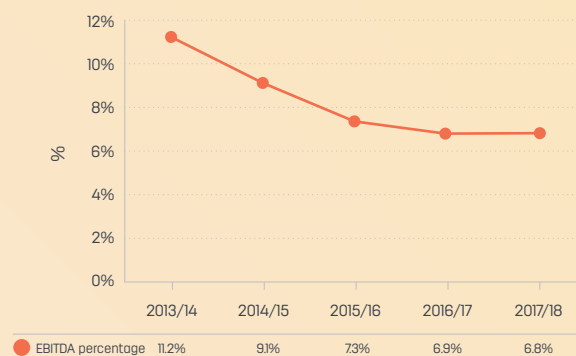
Total revenue only grew by 1.1%, reflecting the continued downturn in the private hospital sector in terms of activity and revenue growth.

EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION



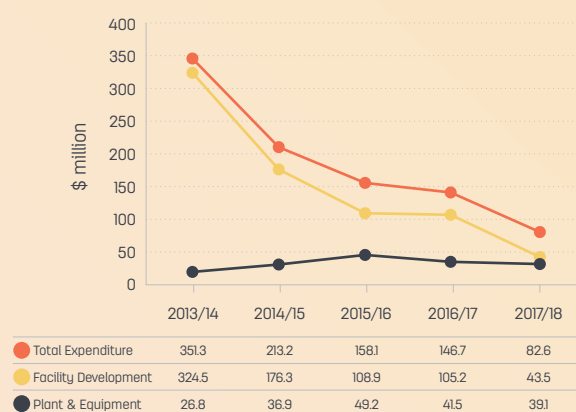
EBITDA was flat year on year at \$115.9 million. This reflects a challenging year for activity and revenue growth being experienced across the private hospital sector.

EARNINGS BEFORE INTEREST, TAX, DEPRECIATION AND AMORTISATION PERCENTAGE



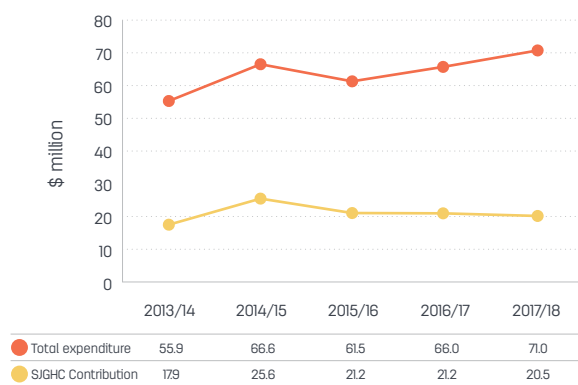
Subdued revenue growth of 1.1% as well as the commissioning of our St John of God Berwick Hospital resulted in a slight margin decline from 6.9% to 6.8%.

CAPITAL EXPENDITURE



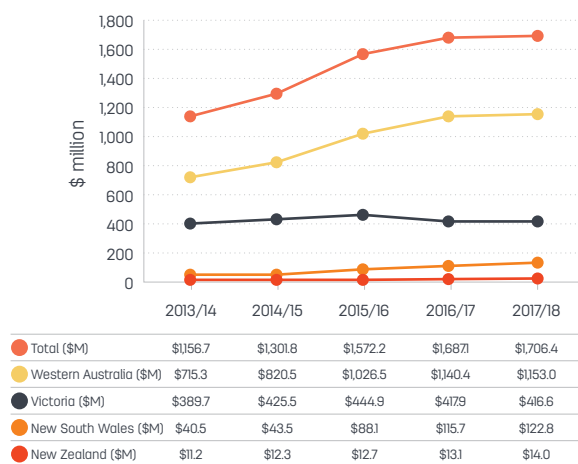
Hospitals are capital intensive, through upgrades, expansions and investments in digital technology where demand warrants. In Victoria, the new St John of God Berwick Hospital (new 202-bed hospital) was opened in January 2018 and the St John of God Frankston Rehabilitation Hospital refurbishment was completed. In Western Australia, refurbishment works continue at St John of God Subiaco and St John of God Mt Lawley Hospitals.

COMMUNITY SERVICES AND SOCIAL JUSTICE EXPENDITURE



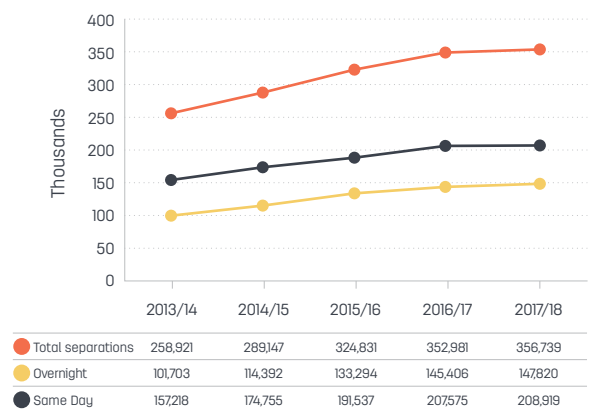
Total expenditure on the delivery of Community Services and social justice initiatives, increased in 2017-18 by 7.7 per cent which reflects growth of 33 per cent in our disability services and a direct funding contribution by St John of God Health Care of \$20.5 million for the year.

OPERATIONAL REVENUE – GEOGRAPHIC ANALYSIS



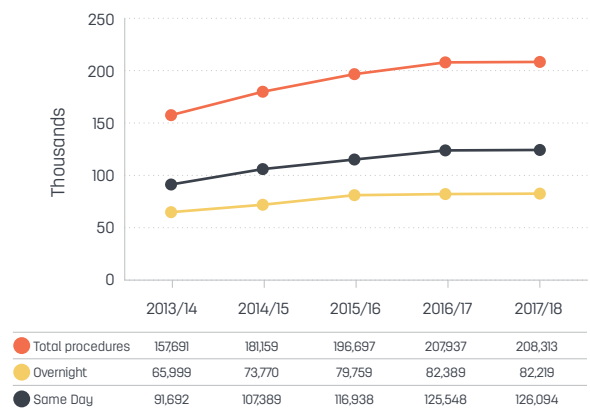
WA has grown by 1.1% to be 67.6% of revenue, NSW has risen by 6.1% to be 7.2% of revenue and New Zealand has grown by 6.7% to be 0.8% of revenue. Victoria revenue has fallen by 0.3% to be 24.4% of revenue.

SEPARATIONS



A subdued market resulted in a 1.1% growth in total patient separations. Overnight separations were up 1.7%, day separations also grew 0.6%.

PROCEDURES



Overnight procedure activity was consistent with the prior year, which is much lower than separations growth of 1.1% because our public hospitals have a much lower proportion of procedures for overnight patients. Day patient procedure growth was 0.4%.

BUILDING HEALTHY COMMUNITIES

St John of God Health Care continues to invest in redevelopments at our existing hospitals to provide for expanded services and improvements to overall patient and caregiver experience.

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

● ST JOHN OF GOD BERWICK HOSPITAL

GREENFIELD DEVELOPMENT 2015-2018

- Construction of the new facility jointly owned with Northwest Healthcare (previously Generation Healthcare REIT) was completed in late 2017 with Hospital commissioning activities leading to the opening of the facility for new patients in January 2018.
- The new facility opened with 126 beds and six theatres and subsequently expanded into one of the two shelled expansion wards to allow for the provision of rehabilitation services.
- The former St John of God Berwick Hospital site has been renamed the St John of God Langmore Centre and we are now in detailed planning stages to reconfigure it for the provision of new non-acute services. It is expected that works to this facility will commence in late 2018 with an anticipated completion of works and commencement of services at the end of 2019.

● ST JOHN OF GOD GEELONG HOSPITAL

REDEVELOPMENT 2015-2017

- St John of God Geelong Hospital completed its \$21 million project to upgrade and expand its facilities to provide for enhanced cardiac services.
- The project delivered a new eight-bed intensive care unit with shelled capacity to expand to 12 beds over time, as well as the refurbishment of the existing critical care unit.

● ST JOHN OF GOD FRANKSTON REHABILITATION HOSPITAL

REDEVELOPMENT 2017-2018

- St John of God Frankston Rehabilitation Hospital completed a \$10 million project to refurbish and reconfigure its facilities and upgrade major mechanical and electrical infrastructure on site.

● ST JOHN OF GOD MT LAWLEY HOSPITAL

POST ACQUISITION UPGRADE 2015-2019

- St John of God Mt Lawley Hospital continued its progressive upgrade of various areas of the facility with the replacement of major air conditioning chillers and upgrades to facility lightning protection being completed during the year.
- The project scope of work is due to complete in early 2019.

● ST JOHN OF GOD HAUORA TRUST – ST JOHN OF GOD KARORI (KARORI)

REDEVELOPMENT 2017-2019

- Planning and detailed design for the seismic remediation of part of the Karori site in Wellington, NZ, continued during the year with construction programmed to commence at the end of 2018.
- In addition to strengthening the structure for protection against future seismic activity in the region, works to the facility include a minor reconfiguration to improve operational efficiency and an expansion of three beds to capitalise on demand for services.

● ST JOHN OF GOD SUBIACO HOSPITAL

NORTH WING REFURBISHMENT AND IVY SUITE EXPANSION

- St John of God Subiaco Hospital commenced a \$16 million project to refurbish ward areas on four floors of the Hospital's North Wing. The project also includes the expansion of the Bendat Centre Ivy Suite (day oncology) from 16 to 24 chairs and an upgrade of the Ivy Suite pharmacy to become Therapeutic Goods Administration (TGA) compliant. Ward refurbishment works commenced during the year and are scheduled to be completed by mid 2019 while Ivy Suite works are due to commence in late 2018 and be completed in late 2019.

HOSPITAL REDEVELOPMENT PLANNING

- Planning for the future growth and rejuvenation of St John of God Subiaco Hospital continued during the year with a site masterplan being finalised to meet expected future needs. It is anticipated that projects underpinned by the masterplan and clinical services planning will be progressively brought forward for consideration by the St John of God Health Care Board over the coming twelve months.



The new St John of God Berwick Hospital opened with 126 beds and six theatres.

USING TECHNOLOGY TO SUPPORT THE PATIENT AND CLIENT EXPERIENCE

St John of God Health Care is investing significantly in innovative digital and technology programs and tools, to accommodate the needs and expectations of our patients, specialists and caregivers.

Improving our technological capability will not only increase performance, speed and flexibility, but also communication – both internally and externally – and, above all else, will ensure we are consistently delivering excellent patient care.

We are focused on investing in high impact, high quality programs of work that help transform our hospitals by using innovative technology to enhance our patients' experiences.

MY ADMISSIONS PORTAL

Our patients' experiences prior to visiting St John of God Murdoch Hospital have been transformed through the implementation of an online admissions portal.

The portal streamlines interactions between St John of God Murdoch Hospital and its patients by replacing paper forms with an online, guided process that includes admission, financial and payment information as well as information on services available at the hospital.

Surgical and obstetric patients at St John of God Murdoch Hospital are now admitted via the new portal, which will be rolled out to St John of God Subiaco and Mt Lawley Hospitals in the coming financial year.

DOCTOR CONNECT MOBILE APP

A mobile app for doctors that provides real time patient information and key diagnostic test results has been developed and deployed to St John of God Subiaco, Murdoch and Bendigo Hospitals.

The 'Doctor Connect' app provides specialists with secure access to important patient information on their mobile devices, enabling timely clinical decision making from anywhere, anytime. St John of God Ballarat, Mt Lawley, Geelong and Berwick Hospitals will see Doctor Connect deployed this coming year.

CLINICAL COMMAND CENTRE

Following the successful implementation of our first Clinical Command Centre (CCC) at St John of God Murdoch Hospital, a second CCC was implemented at St John of God Subiaco Hospital and there are plans to leverage the insights and lessons at other St John of God Health Care hospitals in the future.

Initial feedback on the CCC is that it is already creating efficiencies within theatre, which is improving our patient, specialist and caregiver experience.

ROSTERING, TIME AND ATTENDANCE SYSTEM PROJECT (PREVIOUSLY PROJECT CAMILLUS)

The vision for this project is to create a more sustainable workforce and optimised workforce management environment.

The Kronos workforce management system has been selected as the group-wide rostering, time and attendance solution. An implementation planning study has been completed and a business case is being developed in conjunction with a roll-out plan for all St John of God Health Care hospitals and community services. A highly complex project, implementation is expected to take a number of years.

The payroll foundations stream of this project has been focused on optimising the payroll system and associated processes, including preparation for consolidation of several hundred pay runs, eliminating complexity and customisations in the payroll system and leveraging unused functionality to bring about more efficient processes.



SMILEYSCOPE

An innovative virtual reality experience called Smileyscope VR, which transforms minor procedures into an adventure for children, was trialled at St John of God Midland Public Hospital.

This new technology helps alleviate distress, pain and anxiety for children aged three to 13 who are undergoing short procedures in hospital. Smileyscope will be introduced into the remaining St John of God Health Care hospitals in Western Australia, with a view to introducing it into our eastern states hospitals in the near future.

Smileyscope virtual reality goggles help alleviate distress, pain and anxiety for children undergoing short procedures.

MEDVR

St John of God Subiaco Hospital partnered with local start-up firm MedVR to pilot world-first technology in diagnostic imaging.

The technology takes the two-dimensional slices of CT and MRI scans and combines them into a 3D model in an immersive virtual-reality environment. The technology has the potential to be used for improved diagnostic interpretation, collaboration between doctors locally and over distance, and better education of patients relating to their scans.

The pilot will run for the rest of 2018 to evaluate the uses of the technology.

PATIENT EDUCATION

The Australian Digital Health Agency awarded St John of God Health Care a \$200,000 grant to implement post-discharge education for patients in partnership with Healthily, a local organisation specialising in patient education and behaviour change.

SERVICES





OUR LOCATIONS

WESTERN AUSTRALIA

1. PERTH

- Head office
- Hospitals:
 - St John of God Midland Public and Private Hospitals
 - St John of God Mt Lawley Hospital
 - St John of God Murdoch Hospital, including Murdoch Community Hospice
 - St John of God Subiaco Hospital
- Social Outreach:
 - Drug and Alcohol Withdrawal Network
 - Horizon House WA
 - Ferns Community Mental Health Service
 - Raphael Services WA
- St John of God Foundation
- St John of God Health Choices (home nursing)

2. BUNBURY

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

3. GERALDTON

- St John of God Geraldton Hospital
- Horizon House

4. NORTH AND MID-WEST

- Horizon House Broome

VICTORIA

5. MELBOURNE

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

6. BALLARAT

- St John of God Ballarat Hospital
- Social Outreach
 - Pomegranate Mental Health Service
 - Raphael Services Ballarat

7. BENDIGO

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

8. GEELONG

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

9. WARRNAMBOOL

- St John of God Warrnambool Hospital
- Glenrye Centre
- St John of God Health Choices (home nursing)



NEW SOUTH WALES

10. SYDNEY

- Hospitals:
 - Hawkesbury District Health Service
 - St John of God Burwood Hospital
 - St John of God Richmond Hospital
- Social Outreach
 - Casa Venegas
 - Raphael Services NSW

NEW ZEALAND

(St John of God Hauora Trust)

11. CHRISTCHURCH

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

12. WELLINGTON

- Health and Ability Services
 - St John of God Karori

ASIA PACIFIC

Social Outreach services

13. TIMOR-LESTE

- Nursing Development Program
- Pathology Development Program
- Primary Health

ST JOHN OF GOD HEALTH CHOICES

www.sjog.org.au/healthchoices

Established: 2009

Locations: Mt Lawley, Subiaco, Murdoch, Midland, Mandurah, Melbourne, Bendigo, Ballarat, Geelong and Warrnambool.

National Operations Manager: Leanne Merchant

Staff: 136

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

SERVICES

- Conducted 111,184 visits in Western Australia and Victoria.
- Achieved revenue growth due to an increase in admissions with 14.3% growth, home nursing visits with 13.2% growth and an increase in average revenue per visit.
- Increased maternity services in Western Australia by 75%.
- Continued to grow and develop the chemotherapy infusions in home service in Victoria.
- Established service delivery arrangements for an external health care facility that resulted in 1,400 visits.
- Established service delivery centre at St John of God Midland Public and Private Hospitals.
- Reviewed business models in Western Australia and Victoria resulting in the decision to separate St John of God Health Choices into discrete business units in those states.

- Developed fleet replacement strategy for vehicles in Western Australia and Victoria.
- Introduced use of 'tablets' to optimise efficiencies for patient record keeping.

PEOPLE

- Appointed Clinical Operations and Transition Manager in Victoria.

COMMUNITY

- Received a \$1 million bequest from a long standing home nursing patient in Ballarat.

YEAR AHEAD

- Confirm the transition and integration of St John of God Health Choices regional services delivery centres into St John of God Ballarat, Bendigo, Warrnambool, and Geelong Hospitals.
- Review the Melbourne operations to ensure the most efficient operating model.
- Continue to identify growth opportunities in Western Australia and Victoria.
- Work closely with St John of God hospitals to identify service needs and strategies to increase referrals to St John of God Health Choices, with a focus on end-to-end care.
- Relaunch St John of God Health Choices in Western Australia with a supporting marketing campaign.



ST JOHN OF GOD ACCORD

Established: 1953

Locations: 44 sites throughout Melbourne.

Chief Executive Officer: Mr Tony Hollamby

Staff: 530

Services: Disability services specialising in supporting people with intellectual disabilities, promoting choice, personal development and life experiences, which help people achieve their unique goals and aspirations.

SERVICES

- Increased clients by 14% compared to previous year and provided 75% more specialists services.
- Rolled out the National Disability Insurance Scheme (NDIS) in the north-eastern and the eastern Melbourne metropolitan regions. Transitioned more than 550 clients into the NDIS.
- Attained a new Disability Employment Service (DES) contract with the Department of Social Services to deliver services across a broad range of geographic locations.
- Introduced music therapy to promote therapeutic change for clients of any age, gender, ability and skill level. Clients have created and recorded music and formed music alliances, including the ongoing relationship with the Victorian College of the Arts.

PEOPLE

- Completed the full integration of Marillac Limited into St John of God Accord in February 2018 transitioning to St John of God Outreach Services.
- Development Manager participated in a range of national forums and strategic networks, developing partnerships to better assist St John of God Accord, their clients and families in understanding the NDIS.
- Implemented the NDIS Zero Tolerance initiative, which recognises the critical role service providers and direct support workers play in eliminating abuse within the sector.
- Continued a partnership with the Royal Melbourne Institute of Technology to offer Certificate IV in Disability Studies.

COMMUNITY

- Nurtured the strong relationship with the Nillumbik Shire Council, which resulted in opportunities for resident artists to be celebrated in roadshows.
- Displayed the works of resident artists from St John of God Accord's Greensborough Community Campus at St John of God Berwick Hospital.
- Accord client, Peter Ben, achieved success in the Nillumbik 2018 Contemporary Art Prize with his submission.

YEAR AHEAD

- Complete construction of a new 'technology enabled house' in East Brighton, by December 2018. The house will use the most up-to date technology to enhance the lives of the five people who will live in the home.
- Commence a research project, to be undertaken by Deakin University, to independently evaluate the use of technology in the new East Brighton house to quantify the value of technology use and to inform the future use of technology in homes.
- Embark on a two-year research project in collaboration with the University of Divinity into the interactions between pastoral services and people with an intellectual disability. This will be the first time this research will be undertaken in Australia.
- Continue the transition of clients to NDIS services in the south, east and western metropolitan regions.
- Pursue a focus on engaging with clients and families to understand future housing needs and what St John of God Accord can offer.
- Implement a planned study to understand the possibility of developing a specialised nursing home focused on caring for older people with a disability that no longer have the ability to live within a group home environment.
- Evaluate the feasibility of replacing up to eight of our existing older supported accommodation houses.

ST JOHN OF GOD BALLARAT HOSPITAL

Established: 1915

Location: 101 Drummond Street North, Ballarat, Victoria

Chief Executive Officer: Mr Alex Demidov

Medical Advisory Chair: Dr Lydia Johns Putra

Beds: 221

Staff: 838

Accredited doctors: 350

Theatre and procedure rooms: Five operating theatres, one endoscopy room and one catheter laboratory.

Services: Emergency department, intensive and coronary care unit, obstetrics and gynaecology, special care nursery, rehabilitation unit, oncology unit and day infusion centre, elective and day surgery unit.

SERVICES

- Introduced Enhanced Recovery After Surgery Program (ERAS) in collaboration with anaesthetists and general surgeons.
- Enhanced hospital governance committee and consumer engagement during orientation.
- Strengthened collaboration with hospital volunteers, particularly with Department of Veterans' Affairs patient support and the Companion Program.

- Improved Obstetric Model of Care through redeveloped special care nursery, dedicated obstetric unit and improved customer liaison.
- Supported the Diocese of Ballarat as a member of the Professional Standards Committee and board member of Centacare Ballarat.
- Completed Moisturising Skin Trial research program, which was deemed successful.
- Purchased cooling cap technology for oncology patients.
- Introduced Code Grey initiative, a system that enables staff to curb violence.
- Refreshed Clinical Documentation Improvement program.
- Introduced neurosurgery, providing comprehensive neurosurgical services for the region.

PEOPLE

- Commencement of a liaison role.
- Nigel Jarvis, Director of Finance and Commercial Services, appointed to the Ballarat Foundation Board.

COMMUNITY

- Caregivers volunteered with Uniting Care BreezeWay program, which celebrated 16 years of service.
- Supported the Tongan Twinning Program in partnership with the Ministry of Health Tonga, which celebrated 26 years.

- Director of Mission Integration volunteered as a board member for Centacare and member of Diocese of Ballarat Professional Standards Group.
- Completed a successful winter coats campaign for the homeless.
- Collaborated with Ballarat Health Services and Federation University Australia on Ballarat Innovation and Research Collaboration for Health.
- Supported Australian Catholic University and Federation University Australia Nursing Schools.

YEAR AHEAD

- Accomplish a \$4.6 million short stay unit development for the emergency department, scheduled to open June 2019.
- Develop a successful business case for the expansion of the hospital encompassing additional operating theatres, new ward areas and redevelopment of the catheter laboratory, intensive care and coronary care units.
- Renew Medical Model of Care to enhance care of the ageing population.
- Introduce home nursing services (St John of God Health Choices).

ST JOHN OF GOD BENDIGO HOSPITAL

Established: 1965

Location: 133-145 Lily Street, Bendigo

Chief Executive Officer: Mr Trevor Matheson

Medical Advisory Chair: Dr Debbie Kessler

Beds: 167

Staff: 645

Accredited doctors: 185

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

Services: Day oncology, bariatric surgery, cardiac surgery, day surgery, maternity, sleep services, vascular surgery, allied health, hydrotherapy, pet therapy, rehabilitation, orthopaedic surgery, general surgery, gynaecological surgery, urology, ear, nose and throat surgery, maxillofacial surgery.

SERVICES

- Opened Cura Pharmacy, which provides a retail service to the community and clinical pharmacist services to the hospital.
- Installed a \$1.1 million cardiovascular interventional laboratory that provides better image quality and lower radiation for patients and caregivers.
- Introduced a chemotherapy cooling cap, funded by community donations and the hospital's auxiliary group, to help cancer patients retain their hair.

- Presented a revised clinical review structure enhancing visiting medical officer involvement in hospital governance.
- Gained a better understanding of patient experience using real time patient feedback, through net promoter score survey, with 84 per cent of 1,550 patients identified as hospital promoters.

PEOPLE

- Appointed Trevor Matheson as CEO and Holly Berlin as Director of Finance, July 2017.
- Appointed Phil Bretherton as Director of Mission, October 2017. He was also appointed to Bendigo Reconciliation Committee, Bendigo NAIDOC Committee and the Bendigo Project Advisory Group.
- Appointed Associate Professor Peter Roessler as Director of Medical Services, November 2017.
- Received confirmation through the Safety Systems Audit that the Safety Management System closed previous areas of concern.
- Reviewed medical records as part of Deakin University study into how oesophageal cancer is diagnosed and treated in Victoria.
- Recruited nine registered nurses and three enrolled nurses through the graduate training program.
- Senior outpatient physiotherapist Dr Sangeeta Rathi completed a PhD on the stabilising role of rotator cuff muscles in the shoulder joint.

COMMUNITY

- Contributed support for community meals program through eight caregivers participating as volunteers.
- Funded three education scholarships through Weenthunga Health Network, which supports local Aboriginal secondary students interested in health careers.
- Provided \$14,000 toward community meals and associated Mission-in-action initiatives.
- Participated in fundraising initiative resulting in donations of \$1,122 to Bendigo Youth Choir, \$2,075 to Bendigo Special Olympics and \$5,600 to Relay for Life.
- Opened St John of God Horizon House Bendigo Young Mother and Baby Program.

YEAR AHEAD

- Redevelop maternity ward including the addition of a new labour pain relief bath.
- Conduct clinical trial of the ROSA Knee 1.0 robot with orthopaedic surgeon Mr Dugal James.
- Launch Learners to P Plate program, where volunteers support young mothers to accumulate sufficient learning hours, for St John of God Horizon House Bendigo Young Mother and Baby unit.
- Introduce volunteer companion program to support patients who need one-to-one support during their hospital stay.

ST JOHN OF GOD BERWICK HOSPITAL

Established: 1910

Location: 75 Kangan Drive, Berwick

Chief Executive Officer: Ms Lisa Norman

Medical Advisory Chair: Dr Mark Tarrant

Beds: 202

Staff: 703

Accredited doctors: 560

Theatre and procedure rooms: Eight operating theatres and one catheter laboratory

Services: Special care nursery, obstetrics, day oncology and infusion, elective surgery, endoscopy, palliative care, ICU, cardiac care, rehabilitation, cardio vascular catheter laboratory, pastoral care, day surgery.

SERVICES

- Opened a new hospital campus offering more specialities, services and beds, creating 304 new positions. Hospital design was influenced by stakeholder consultation. New patient rooms have spectacular views and are quiet, designed to enhance rest and recovery.
- Grew campus from having 82 beds and four operating theatres to being a multi-level, 202-bed hospital with eight operating theatres and six birth suites.
- Opened the first intensive care unit, cardiac care unit and cardiovascular catheter laboratory in the Casey/Cardinia region.
- Increased capacity to undertake more advanced clinical services with the introduction of onsite critical care.
- Deployed improved technology including; new patient room entertainment with Foxtel and 100 movies on demand; digital screens in hospital foyer and opposite ground floor lifts offering greater exposure for hospital communications; camera in the chapel enabling live stream to patient rooms; and a new electronic

catering system, which allows patient preferences to be entered, ensuring requests are delivered and allergies catered to.

- Introduced Shiftmatch to connect electronically to casual nursing staff and minimise agency nurse dependency.
- Upgraded maternity services, focusing on improved patient experience.
- Purchased Holmium laser (MOSES) to expand range of urology procedures onsite.

PEOPLE

- Appointed Pradha Sroya as Director of Finance, Yvonne Kearley as Director of Critical Care, Romany Goonan as Peri-Operative Services Manager, Deb Sage as Critical Care Unit Manager, Kylie Peterson as Rehabilitation Unit Manager, Erinn Voigt as Cath Lab Manager, Angel Ching as Allied Health Manager and Dr Bruce Shirazi as Director of Rehabilitation.
- The CEO, Lisa Norman, received the Paul Harris Fellow (PHF) for the Rotary Club of Berwick.
- Awarded Best Hospital Development Project by the Australian Healthcare Week Awards 2018.
- Partnered with Monash University to introduce a clinical experience for first-year medical students.
- Twice shortlisted for Worksafe Awards – for consultation in a hospital design and materials manual handling.

COMMUNITY

- Attracted more than 1,000 people to community walk and open day.
- Held community health education initiatives including paediatric first aid, sleep-settling classes and dementia awareness.

- Raised funds for caregiver nurses to volunteer in Nepal.
- Opened art gallery throughout consulting suites showcasing works of art sourced from local and indigenous artists.
- Established St John of God Berwick Hospital's Cartwheels Program, focusing on art therapy as a tool to aid recovery.
- Achieved growth in Community Wig Service, servicing the local community and south-east Melbourne.
- Signed two-year partnership with Rotary Club of Berwick.
- Established Dream a Little Dream program offering palliative care patients an experience to create memories or to make their time, and their carers' time, at St John of God Berwick Hospital a little easier.
- Connected with grandchildren of Dr Percy Langmore and the children of Dr Leonard Langmore, the founding doctors of the hospital. This resulted in a decision to rename our Gibb Street hospital as the St John of God Langmore Centre. The centre will provide rehabilitation and other services.

YEAR AHEAD

- Introduce a model of care to streamline patient access to our breast surgeons and McGrath Breast Care Nurses to facilitate diagnosis and treatment.
- Open and commission a new surgical unit specialising in orthopaedic care and an eighth operating theatre.
- Increase community health education, by offering workshops on a wide variety of topics including paediatric first aid, and sleep and settling.

ST JOHN OF GOD BUNBURY HOSPITAL

Established: 1927

Location: Robertson Drive and Bussell Hwy, Bunbury

Chief Executive Officer: Mr Mark Grime

Medical Advisory Chair: Dr Peter Bairstow

Beds: 145

Staff: 612

Accredited doctors: 383

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

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

SERVICES

- Commenced one of three Western Australian regional suicide prevention coordinator positions.
- Continued a Hepatitis C community nurse position to support GPs, specialists, patients and their families.
- Renewed our arts program with the Bunbury City Council to improve appreciation and awareness of art.
- Increased the routine use of Telehealth, particularly for regional palliative care patients and GPs.
- Commenced the inaugural WA Cardiac Outcomes Registry.
- Registered 195 patients with MyHealth Record, uploaded 508 event summaries and 45,000 pharmacy event summaries.
- Commenced major refurbishment of general wards and , as part of our patient experience improvement program, introduced daily patient feedback system using SMS.

PEOPLE

- Recruited ENT surgeon for public and privately insured patients.
- Commenced surgical service registrar position to support specialist surgeons.
- Continued 24-hour on-call general physician cover to support general physicians and GPs.
- Undertook 1,390 clinical research nurse hours and extended the bariatric surgery research role to 0.5 FTE.
- Participated in the national Palliative Care Outcomes Collaborative, gaining recognition as one of the top five service providers in Australia.

COMMUNITY

- Raised \$150,000 for the South West Coronary Care and Cancer Service campaign.
- Caregivers volunteered at the second Great South West Bed Race, which raised \$35,000 for the South West Coronary Care and Cancer Service.
- Supported theatre nurses and doctors providing outreach services in north-west Australia and overseas.
- Donated theatre equipment, pharmaceuticals and consumables to surgical nurses, anaesthetists and surgeons providing services in remote Western Australia and overseas.

YEAR AHEAD

- Expand and support the community's uptake of the MyHealth Record to improve communication between health providers.
- Sign a Memorandum of Understanding with Aboriginal Health and service providers to improve access to specialist health services.
- Expand the cardiac and intervention services provided by the hospital to include cardiac pacemaker services.
- Commence a limited emergency cardiac angiography service.
- Partner with and support new regional specialists to increase their availability to private patients, and support regional GPs with particular focus on palliative care, endocrinology, general medicine and ENT surgery.
- Expand community alcohol and drugs services.
- Increase community awareness of cancer and cardiac services through the Great South West Bed Race in 2019.
- Improve services to support elderly patients and families transition from our hospital.
- Work with GPs to identify and recruit medical specialists for our ageing community in the South West.

ST JOHN OF GOD BURWOOD HOSPITAL

Established: 1958

Location: 13 Grantham Street, Burwood

Acting Chief Executive Officer: Ms
Cindy Foot

Medical Advisory Chair: Professor
Marie-Paule Austin

Beds: 95

Staff: 224

Accredited doctors: 50

Theatre and procedure rooms: ECT and
TMS Suites.

Services: Inpatient and outpatient day clinical programs for anxiety and depression, drug and alcohol, mindfulness and dialectical behaviour therapy, mood disorder, perinatal mental health, psychosis, PTSD and trauma, plus community outreach nurse, ECT and TMS services.

SERVICES

- Refurbished all shared rooms and started a strategy to improve the food service and patient dining at Burwood.
- Reduced average length of stay (ALOS) by 11% through patient average length of stay strategy.
- Developed a mental health recovery framework training program, which resulted in Press Ganey survey rating nursing courtesy at 90%, up from 77% in 2016.
- Commenced outpatient youth mental health program with Catholic Education Sydney.
- Increased support to headspace to allow for group work with youth experiencing mental illness.
- Formed a partnership with One Door Mental Health.
- Implemented a digital marketing strategy to promote Burwood clinical services to a diverse range of people.

PEOPLE

- Commenced joint research project with University of Sydney into the impact of weight training on capacity to maintain sobriety post detoxification from alcohol use.
- Professor Marie-Paule Austin chaired the Expert Advisory Committee for the updated National Clinical Practice Guideline for Mental Health Care in the Perinatal Period.
- Professor Marie-Paule Austin contributed to the release of new and extended Medicare items for depression screening for all Australian women in the perinatal period and landmark funding for six to 12 publicly funded mother-baby beds for NSW through her ongoing advocacy through national and New South Wales health policy work.
- Professor Marie-Paule Austin and the researchers at Perinatal and Women's Mental Health Unit (PVMHU) published 13 peer-reviewed journal articles in 2017-18 and presented at more than 10 conferences and seminars.
- Professor Marie-Paule Austin and team conducted a roadshow promotion of the updated Antenatal Risk Questionnaire (ANRQ 2017). The ANRQ is an easy-to-use validated tool to assess risk of developing postnatal mental illness.
- Dr Nicole Reilly received Australian Rotary Health postdoctoral fellowships to extend her national perinatal mental health research program.
- Appointed Teresa Stranix as Quality and Risk Manager and Jane Dohary as Referrer Liaison and Community Partnerships.

COMMUNITY

- Increased funding of the Waminda Aboriginal cross-culture development program from \$10,000 to \$14,000.
- Provided \$10,000 for the Australian Catholic University and St John of God Health Care nursing scholarship for Aboriginal and Torres Strait Islander peoples.
- Provided \$15,000 for clinical nurse consultant support to public and private obstetric services that assist in achieving the early identification of expectant mothers with psychological vulnerabilities.
- Pastoral Services Coordinator Jonathan Browning presented at the Spiritual Care Australia National Conference.
- Published research article, *Measuring the impact of pastoral services on patients in a private psychiatric hospital*, in the Health and Social Care Chaplaincy Journal.

YEAR AHEAD

- Develop and implement the partnership strategy, moving away from a stand-alone hospital-based model to a community-based partnership model.
- Introduce family support to carers and a revised physical health program with the introduction of exercise physiologists.
- Develop an online admissions referral system and pre-admissions patient management system.

ST JOHN OF GOD RICHMOND HOSPITAL

Established: 1952

Location: 177 Grose Vale Road, North Richmond

Chief Executive Officer: Mr Steve Brooker

Medical Advisory Chair: Dr Jeffrey Bertucen

Beds: 88

Staff: 201

Accredited doctors: 48

Theatre and procedure rooms: One ECT suite, one TMS chair.

Services: Inpatient, outpatient and day mental health programs.

SERVICES

- Refurbished the lodge accommodation for Outpatient Trauma Recovery Program and renovations to Belmont House and Summerhouse gazebo.
- Purchased new furniture for wards, Counselling and Therapy Centre and group rooms.
- Expanded pharmacy service, introducing a discharge counselling service for patients.
- Focused on significant catering improvements.
- Implemented 'Sal', a Salesforce customer relationship management system used in the Admission Office for tracking inquiries and stages of pre-admission.
- Recorded highest occupancy ever, regularly close to 90%. Weekend occupancy recorded higher figures than previous years.
- Offered bulk-billing service for patients referred by their GP, specifically for initial day program assessment by a psychiatrist.
- Established Outpatient Transcranial Magnetic Stimulation (TMS) services.

- Continued with our AS4801 Safety Systems Accreditation with an external Work Health and Safety audit completed.
- Obtained improvement in lost time injury from 223 days in 2016 down to two days in 2018 financial year.
- Received results from the Australian Council on Healthcare Standards (ACHS) periodic review with two merits received and no recommendations.
- Achieved seven merits for Trauma Recovery Program Accreditation.
- Attained improvements in all areas from the Healthcare Infection Control Management Resources Audit.
- Submitted second cycle of the Trauma and Mental Health Research Initiative funding application.
- Continued support of our continuing professional development education program for GPs and the introduction of first dedicated Allied Health event on post traumatic stress disorder.

PEOPLE

- New appointments included Deborah Morris as Director of Mission Integration, Karen Hanzal as Clinical Nurse Consultant Alcohol and Other Drugs, Professor Carlos Zubaran Jr as Acting Clinical Director of the Alcohol and Other Drugs Program, Olive Feebrey as Nurse Unit Manager Trauma Unit, Ian Maynard as Pastoral Services Coordinator, Matthew Barilla as Finance Manager and Ruth Miller as Quality and Risk Coordinator.
- After more than 30 years of service, Chief Pharmacist Wendy Slater retired. Linda Raines was appointed her successor.
- After 22 years of service, Maria Field resigned as After Hours Coordinator in October 2017.

- Glen Last appointed to the new position of cross-site Hotel Services Manager.
- Welcomed psychiatrists Dr Seema Sharma, Dr Brent Thomas, Dr Sergiu Grama, Dr Ruby Thavakulasingham and Dr Gopi Ilawala as new visiting medical officers.

COMMUNITY

- Rebuilt and re-launched the Consumer Partnership Advisory Committee.
- Hosted a 125-year community celebration of Belmont House.
- Established the Friends of Belmont House group.
- Held a trauma services open day at Belmont House with stalls from 15 partner organisations.
- Hosted a Veterans' Day Commemoration Service with guest speaker, Paul Field.
- Funded support for inpatient and day admissions through the Social Justice team.

YEAR AHEAD

- Continue work on the redevelopment proposal for Board approval to further develop inpatient and outpatient services.
- Continue to strategise improvements to safety systems.
- Implementation of the MyHealth Record Patient Master List application for caregiver access to client's MyHealth information.
- Introduce GP Lunch and Learn or breakfast education sessions.

ST JOHN OF GOD FRANKSTON REHABILITATION HOSPITAL

Established: 2004

Location: 255-265 Cranbourne Road, Frankston

Chief Executive Officer: Mr Steven Schultze

Medical Advisory Chair: Dr Geoffrey Abbott

Beds: 60

Staff: 221

Accredited doctors: 21

Services: Specialist neurological, cardiac, orthopaedic and movement disorder rehabilitation programs, as well as general programs for patients recovering from surgery, accidents or injury.

SERVICES

- Commenced Active Health and Wellbeing service in February, providing access to seven different therapy programs and a range of therapists in single sessions.
- Started Lee Silverman Voice Treatment (LSVT) BIG® and LOUD for Life®, an extension of the Parkinson's LSVT® programs - the first to be conducted in Australia.
- Redesigned the oncology outpatient program to include hydrotherapy.

PEOPLE

- Restructured St John of God Frankston Rehabilitation Hospital, St John of God Pinelodge Clinic and St John of God Langmore Centre.
- Appointed Steven Schultze to the newly created role of CEO South East Sub Acute Hospitals, Sally Faulkner as Director of Clinical Services Rehabilitation, Teresa Rhynehart as Director of Mission Integration, Nicole Hee as Director of Corporate Services and Amber Atkinson as OHS Manager.
- Reduced caregiver injuries through OHS Good to Great strategy. Reported one medical time injury and no lost time injuries from June 2017 to May 2018.

- Continued collaborative research with the Florey Institute of Neuroscience and Mental Health into sensory assessment and rehabilitation in clinical settings.
- Joined a group-wide pastoral services study called 'Person Centred Care: A Mixed Methods Study.'

COMMUNITY

- On World Parkinson's Day, 60 people were able to experience and learn more about our specialist Parkinson's programs.
- Continued free weekly Music for Wellness program run by our resident musician. Participants have now written and composed two songs.
- Amie Malcolm took community service leave to teach English in a primary school in a low socio-economic area in Chiang Mai, Thailand.

- Lisa Michelson took community service leave to volunteer at the One Plate Charity in Manila, providing meals to children living on the streets in part by using rooftop gardens.
- Partnered with Peninsula Community Ownership Foundation for the eighth year to support Whitelion Australia, providing \$60,000 to fund an outreach worker to assist homeless and at-risk young people in Frankston.
- Donated food each week to the community breakfast service operated by Frankston Life to support homeless and disadvantaged people.

YEAR AHEAD

- Reopen St John of God Langmore Centre, Berwick, inclusive of a 30-bed rehabilitation hospital; implement further developments over the next couple of years.
- Appoint new Business Development Manager and Quality Manager for South East Sub Acute Hospitals..
- Commence an evaluation of the inpatient pain management program, in collaboration with Monash University Physiotherapy Department.
- Music for Wellness program will enter stage two research in conjunction with the University of Western Australia, with a focus on improvement in pain score during music sessions.
- Establish a Tyromotion laboratory focusing on robotics and the effect on shoulder and hand movement post injury, stroke or surgery.

ST JOHN OF GOD GEELONG HOSPITAL

Established: 1905

Location: 80 Myers St, Geelong

Chief Executive Officer: Mr Stephen Roberts

Medical Advisory Chair: Dr Peter Collan

Beds: 284

Staff: 1,049

Accredited doctors: 461

Theatre and procedure rooms: 13 theatres, two cardiac interventional laboratories.

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

SERVICES

- Expanded robotic surgery program to include colorectal and gynaecology.
- Expanded outpatient rehabilitation programs to include pulmonary rehabilitation and Parkinson's support programs.
- Delivered seven accredited GP education sessions with the GP liaison unit, 270 GPs in attendance.
- Expanded cardiac interventional services.
- Achieved Australian Council on Healthcare Standards four-year certification.

PEOPLE

- Appointed Michael Trainor as Director of Mission and Integration and Matt Corlett as Director of Finance.
- Awarded Caregiver of the Year to Arts and Health Coordinator, Ros Pollard.
- Awarded Consumer Advisory Group Caregiver Excellence Award to Café Assistant, Sue Royal.
- Ten Caregivers completed the Graduate Nursing Program and one caregiver completed the Graduate Midwifery Training.
- Perioperative Services Coordinator, Rose Lyall, presented at the National ACORN conference on 'Preparation for a safe patient journey' underpinned by National Safety and Quality Health Services Standards 2017.
- Provided support to three caregivers to complete a post graduate certificate in critical care.
- Welcomed 30 students from Deakin University School of Nursing and Midwifery to complete their clinical placement.

COMMUNITY

- Partnered with Rotary Club of Geelong to promote bowel cancer awareness.
- Supported ongoing partnership with the Geelong Football Club to sponsor the Just Think program, educating young people in the community about responsible drinking.
- Community donations funded the purchase of a cooling cap designed to minimise loss of hair in patients undergoing chemotherapy.

- Expanded consumer engagement and consultation by appointing consumer representatives to the Infection Control and Safety and Systems Committees.
- Provided more than 2,000 meals to community-funded Anam Cara Community Hospice.
- Continued support for the Anglican Church community breakfast program.
- Continued partnership with Barwon Youth Child Family Engagement Program to provide drug and alcohol counselling and crisis intervention to young people aged from 16 to 22 years.

YEAR AHEAD

- Complete feasibility and business case to support the redevelopment of Central Sterilising Department in line with AS4187.
- Celebrate 60 years of the hospital Auxiliary.
- Expand Specialist Training Program Registrar – General Medicine.
- Introduce sleep laboratory to support and diagnose patients experiencing sleep difficulties.
- Recruit for a nursing practitioner position in the Emergency Department.
- Introduce electronic discharge summaries to improve timeliness and quality of information provided to general practice.

ST JOHN OF GOD GERALDTON HOSPITAL

Established: 1935

Location: 12 Hermitage Street,
Geraldton

Chief Executive Officer: Ms Brenda
Bradley

Medical Advisory Chair: Dr Amarjeet
(Aman) Singh

Beds: 60

Staff: 170

Accredited doctors: 131

Theatre and procedure rooms: Two
theatres and one procedure room.

Services: Hospice care unit, obstetrics,
medical, elective and day surgery, day
chemotherapy services.

Contracted Services: Pathology and
Radiology.

SERVICES

- Participated in orthopaedic research project with St John of God Murdoch Hospital.
- Continued palliative care, orthopaedic and ophthalmic public contracts.

PEOPLE

- Appointed Brenda Bradley as Chief Executive Officer/Director of Nursing.
- Occupational Health and Safety representative Corina Smith was awarded the 2017 Tony Howarth Awards of Leadership in Health and Safety.
- Emily Nadjevski and Francis Jamieson commenced Registered Nurse graduate program.
- Continued support for Rural Clinical Health School, Central Regional TAFE and Geraldton Universities Centre by providing scholarships, work experience and training.

COMMUNITY

- Participated in fundraising initiatives for Charity of the Year including staff barbecues, gold coin donations and cake stalls.
- Provided financial assistance and community service for ad hoc pro bono dental surgical work, determined by a review of case-by-case needs.
- Continued partnerships with Suncity Christian Centre and Red Cross, providing soup for their weekly mobile soup kitchens.
- Raised \$2,000 for Midwest Charity Begins at Home.

YEAR AHEAD

- Appoint new Perioperative Services Manager.
- Increase capacity with continued public contract work.
- Revisit and renew commitment to green initiatives by reviewing recycling options and practices.
- Develop business case for rehabilitation and sub-acute care through public contract.
- Continue to support The Men's Shed under the 2018-19 Charity of the Year.



HAWKESBURY DISTRICT HEALTH SERVICE

Established: 1996

Location: 2 Day Street, Windsor

Chief Executive Officer: Mr Strephon Billinghamurst

Medical Advisory Chair: Dr Thomas Aczel

Beds: 131

Staff: 620

Accredited doctors: 78

Theatres and procedure rooms: Three operating theatres and one procedure room.

Services: 24-hour emergency, medical, surgical, maternity, neonatal, paediatric, palliative care, intensive and coronary care, community and allied health services, and an after-hours GP clinic.

SERVICES

- Achieved ACHS accreditation with two met with merits and no recommendations, accreditation from Australian Orthopaedic Association (AOA) through the Royal Australian College of Surgeons and accreditation from Royal College of Physicians (RACP) for 2018–2023.
- Opened respiratory outpatient clinic in March 2018.
- Achieved Lungs in Action support group funding sourced through Primary Health Network for 10 sessions.
- Launched GP Events to raise awareness of Hawkesbury District Health Service within the local GP community.
- Introduced new surgical oncology services providing patients with local access to specialist breast, endocrine and soft tissue tumour surgery.

- Launched the Hawkesbury region's first adult sleep study clinic under the specialist care of a Respiratory and Sleep Medicine Physician.
- Coined the first New South Wales anesthetic service to introduce Fisher and Paykel's oxygen therapies, Optiflow™ and Airvo™ into the operating theatres and recovery rooms, and Draeger's ventilation therapy Zeus®.
- Introduced a remote access upgrade to the K2 Guardian monitoring system for antenatal women.
- Installed Instaccount for the digital management and sterilisation of surgical equipment.
- Invested in a new wireless internet network (Wi-Fi) and new digital voice over internet protocol (VOIP) telephone system.
- Launched the new satellite chemotherapy service in cooperation with the Nepean Blue Mountains Local Health District (NBMLHD).

PEOPLE

- Appointed Shaddie Helmy as Director of Performance, focusing on organisational performance and workplace culture, Dr Suzanne Brady as Director Emergency Department, Dr Wajid Ahmad as New Staff Specialist and Collette Pasfield as Quality and Development lead, with the initial focus being accreditation.
- Recruited seven registered nurses as part of our Transition to Practice program.
- Lisa Connell resigned as Director of Mission and Martin Teulan appointed as the new Director of Mission Integration in March 2018.

COMMUNITY

- Local Member and NSW Treasurer, Dominic Perrottet, welcomed new junior medical officers in February and met the Divisional Management Committee.
- Conducted Aboriginal Stepping On Program with the assistance of our Aboriginal Community Liaison Officer, Vicki Thom.
- Hawkesbury Community Health Centre provided a variety of community and allied health services for children and adults in the district, including Aboriginal health, allied health, child and family health, community nursing and counselling services.

YEAR AHEAD

- Strategise quality of care, focusing on patient safety and quality framework implementation and compliance to all standards as a key success measure.
- Plan safety and wellness actions, focusing on occupational health and safety strategy implementation with lost time incident reduction as a key success measure.
- Employ workforce strategies, focusing on engagement and communications.
- Implement stewardship strategies to maximise key efficiencies, focusing on productivity optimisation.

ST JOHN OF GOD MIDLAND PUBLIC AND PRIVATE HOSPITALS

Established: 2015

Location: 1 Clayton Street, Midland

Chief Executive Officer: Mr Michael Hogan (Public) and Mr Paul Dyer (Private)

Medical Advisory Committee Chair: Dr Amanda Boudville

Beds: 367

Staff: 2,035

Accredited doctors: 213

Theatres and procedure rooms: Nine theatres and three procedure rooms.

Services: Public: Aboriginal health, adult rehabilitation, aged care, allied health, cancer care, cardiology, critical care, emergency services, general medical and subspecialties, general surgery and sub specialties, gynaecology, hydrotherapy, maternity, medical and surgical specialties, mental health, neonatology, orthopaedics, outpatients, paediatrics, pathology, pharmacy, radiology and stroke care. Private: medicine, surgery and day surgery, endoscopy, bariatric surgery, orthopaedic, paediatric, geriatric medicine, rehabilitation, allied health.

SERVICES

- Experienced higher demand than expected across all services, including 40,759 admissions, 93,647 outpatient visits, 71,181 ED presentations, 14,668 procedures and 1,811 births.
- The number of births was 65 per cent higher than the number of births undertaken in the final year of operation of the former Swan District Hospital.

- Launched private allied health services, including audiology, clinical psychology, dietetics and nutrition, occupational therapy, physiotherapy, podiatry, social work and speech pathology.

- Developed one of Australia's first comprehensive competencies framework within the Anaesthetic Unit, which will be rolled out across St John of God Health Care and was presented at a national industry conference.

- Received a WA Primary Health Alliance grant to develop comprehensive discharge information for Aboriginal patients from the Wheatbelt.

- Joined Patient Opinion, which encourages patients to submit positive and negative feedback about a health care facility to help enhance service provision.

- Introduced new procedures, included trans-oesophageal echocardiogram, bariatric surgery and endobronchial ultrasounds.

- Conducted 37 approved research projects of which 10 studies were completed.

- Received positive recognition in the Langoulant Report for the Inquiry into *Government Programs and Projects* for the management, construction and commissioning of the campus.

- Ongoing accreditation confirmed by the Australian Council on Healthcare Standards' interim review against all National Standards and Mental Health Standards.

- Underwent successful inspection by Department of Health WA's Licensing, Accreditation and Regulatory Unit in May 2018.

- Received accreditation from the Postgraduate Medical Council of Western Australia, Royal Australasian College of Surgeons, Royal Australasian College of Physicians and Royal Australasian College of Medical Administrators for junior doctors to work at the hospital as part of their training.

- Established an agreement between Curtin University and St John of God Health Care for medical students to gain high quality clinical experience at the hospital from 2019.

- Received a donation of a second cuddle cot.

- Successfully implemented a sustainability program to enhance service delivery and maintain excellent standards of safety, quality and patient care. This included initiatives to reduce length of stay, enhancing patient flow processes, streamlining the private admission process, centralising patient transport requests, standardising inpatient administration assistant roles and identifying simple cost saving initiatives to enhance financial stewardship.

- Underwent a virtual reality pilot program, Smileyscope, to ease children's anxiety when undergoing blood tests and other procedures.

PEOPLE

- Appointed Michael Hogan as St John of God Midland Public Hospital CEO in September 2017 and Paul Dyer as St John of God Midland Private Hospital CEO in August 2017.
- Other appointments included Janet Jones as Director of Nursing, Midwifery and Clinical Governance, Dr Sayanta Jana as Director of

Medical Services, Gareth Jones as Director of Finance and Contract Manager, Royce Vermeulen as Director of Corporate Services, Tara Peters as Director of Mission Integration, Avril Fahey as Director of Allied Health and Outpatient Services, Dr Helen Bell as Medical Co-Director, Dr Shedleyah Dhuny as Head of Department for Anaesthetics, Dr Noel Friesen as Head of Department for Paediatrics and Dr Premala Paramanathan as Head of Department for Obstetrics and Gynaecology.

- Completed the third graduate nurse program, including 16 participants from the registered nurse and enrolled nurse graduate programs.
- Binsu Varghese, Clinical Nurse on Ward 3B, was named the 2018 St John of God Midland Public and Private Hospitals Caregiver of the Year.
- Established leadership development programs for senior doctors and nurses, which are being delivered on site by the Australian Institute of Management.
- Dr Sayanta Jana was appointed to the Royal Australasian College of Medical Administrators Curriculum Steering Committee.
- Clinical Associate Professor Tim Bates (General Medicine and Stroke Consultant and Director of Postgraduate Medicine) was appointed Chair of the National General and Acute Medicine Advanced Training Committee for the Royal Australasian College of Physicians.
- Aboriginal Family Support Officer, Nicole Velkoski, was appointed to the Indigenous Allied Health Australia Student Representative Committee.
- Senior Podiatrist, Jo Scheepers, received an international research award for researching the best way to reduce the risk of patients developing pressure injuries on their heels in hospital beds.
- Executive members were appointed to various sub-committees of Curtin University's Looking Forward, Moving Forward National Health and Medical Research Council research project, which aims to improve mental health and drug and alcohol outcomes for Aboriginal and Torres Strait Islander peoples.

COMMUNITY

- Received a special visit to the paediatric ward and the paediatric unit in the emergency department from the Queen's Baton Relay Team from the Gold Coast 2018 Commonwealth Games.
- Implemented Royal Perth Hospital's Prevent Alcohol and Risk-related Trauma in Youth (PARTY) program. Coordinated by the emergency department, the injury prevention program is based on secondary school groups visiting the hospital to learn about trauma and help young people make informed prevention-oriented choices about activities.
- Musica Viva performers, Western Australian Academy of Performing Arts, Guildford Grammar students and local artists undertook regular lunchtime piano performances in the main foyer.
- Celebrated the hospital's second birthday in November, which included fundraising activities by caregivers for a variety of causes.

- Collected items from the public and caregivers to give to local homeless people to stay warm during winter. Items were donated to G Justice, Street Appeal and the Aboriginal Health Team to distribute to local people in need.

YEAR AHEAD

- Continue to plan for a new, stand-alone private hospital near the current St John of God Midland Public and Private Hospitals.
- Commence using a Stryker orthopaedic robot in July for full and partial knee replacement surgery for public and private patients.
- Collaborate with St John of God Mt Lawley Hospital to assist with the care of patients during the high demand winter period.
- Launch a Clinical Command Centre in the emergency department to enhance patient flow.
- Establish an onsite research office, including the appointment of research project and administration resources.
- Hold an inaugural Health Symposium in October 2018 for caregivers, visiting medical practitioners and local general practitioners.
- Seek accreditation from the Post Medical Graduate Council of Australia to become a primary health employer from 2020.
- Receive a signed agreement with Western Australian General Practice Education and Training for junior general practitioners doctors to undertake training at St John of God Midland Public and Private Hospitals from 2019.

ST JOHN OF GOD MURDOCH HOSPITAL

Established: 1994

Location: Barry Marshall Parade,
Murdoch

Chief Executive Officer: Ben Edwards

Medical Advisory Chair: Professor
Peter Bremner

Beds: 511

Staff: 1,825

Accredited doctors: 761

Theatre and procedure rooms: 16
operating theatres, five endoscopic
procedure rooms, two angiography
procedure rooms.

Services: Emergency department,
hospice, intensive care unit,
coronary care unit, cancer treatment
services, elective surgery, obstetrics,
paediatrics and a broad range of
medical and surgical specialties.

SERVICES

- Established a dedicated Sleep Unit to provide services in a purpose-built environment for children and adults.
- Opened the St Michael Ward, to provide specialised paediatric surgical care to babies from birth, and children and adolescents under the age of 18.
- Appointed a prostate cancer specialist nurse to support patients through their initial diagnosis and consideration of treatment options, as well as coordinating patient care and linking patients to support services.
- Modified emergency department patient triage fees and adjusted internal practices resulting in an 83 per cent increase in ambulances arriving at the department and a 73 per cent increase in admissions from ambulance attendances.

- Implemented a new online admissions portal, My Admission. Launched servicing surgical patients and extended to include maternity patients.
- Introduced the Doctor Connect mobile app for visiting medical officers. The app provides doctors with pathology and radiology results, operating list details and patient locations.
- Launched the Hugs and Kisses Neonatal ID security within the St Mary Maternity Ward to ensure the safety of babies at the Hospital.
- Created a series of informative videos, a collaboration with Nursing and Midwifery Research team and The University of Notre Dame, to help cancer patients live well during and after treatment.
- Initiated a major performance and improvement project, focusing on improving the experience, efficiency and effectiveness in the operating theatres.
- Launched a program, The Three Cs, to link the hospital's Mission, Values and service ethos with person-centred care. Communication, connection and compassion are the focus areas for this program.
- Started using the net promoter score feedback mechanism, giving patients an opportunity to share their experience, and creating opportunities for staff recognition and service improvements.
- As part of The Heart Foundation Nurse Ambassador Program, Coronary Care Unit launched five educational packages to contribute to the cardiovascular health and care of patients. The Australian Heart Foundation's cardiac education videos were made available for patients to watch on

the hospital's patient channel.

- Hosted multicentre clinical trials examining management of key clinical issues through the intensive care research group.
- Recruited patients, as an Australian first, into two global clinical trials through the Murdoch Centre for Orthopaedic Research that will examine clinical outcomes in patients undergoing knee replacement surgery.
- Conducted a multicentre clinical trial to evaluate a new left atrial implant designed to reduce the risk of thromboembolism in patients with atrial fibrillation, in partnership with HeartCare WA.
- Participated in 23 clinical trials within the oncology clinical trials unit, evaluating new approaches to treatment for a range of tumour streams.
- Invited by Dr Paul Cohen, Director of the Gynaecological Cancer Research Group at St John of God Subiaco Hospital, to participate in seven studies in collaboration with Dr Raj Mohan, including surgical clinical trials and laboratory-based genomics studies.
- Conducted a range of studies out of the Nursing and Midwifery Research Centre including: the rates, risk factors and cost of falls after total hip and total knee replacement; the supportive care and health literacy needs of cancer patients; focus groups and pre/post surveys to improve person-centred care and spiritual and emotional literacy; fly-in fly-out maternity care needs; Murdoch Bowel Protocol study; and Patient Controlled Analgesia (PCA) in Perth metropolitan emergency departments.

PEOPLE

- Reduced caregiver lost time incident frequency rate from 9.49 at the end of June 2017 to 3.22 in May 2018.
- New appointments included Michael Salter as Director of Corporate Services, Roshan Weddickara as Director Business and Service Development, Kirstie Bennett as Performance and Improvement Lead, Dr Alison White as Director Hospice and Palliative Care Services, Professor Steve Dunjey as Professor of Emergency Medicine and Russell Reyes as Prostate Cancer Specialist Nurse.
- Medical Services Director, Dr Alison Parr, completed a Master of Business Administration, became a Fellow of the Institute of Managers and Leaders and was appointed a Board member of Palliative Care WA.
- Anaesthesia and Pain Medicine Director, Dr David Borshoff, published the updated Anaesthetic Crisis Manual (originally published in 2011).
- Pastoral Practitioner, Natalie Kay, completed the Catholic Health Australia ethics course, *Decoding the Code*.
- Pastoral Practitioner, Helen Vester, was accredited as a Level I Clinical Pastoral Education Supervisor.
- The hospital's Doctor of the Year awarded to Intensivist, Dr Bart de Keulenaer.
- Manager Business Development, Alicia Mason, was appointed as Chair of the Board of Management of Explorability Inc.
- Research Operations Manager, Steven Edmondston, was awarded Adjunct Associate Professor – Institute for Health Research, The University of Notre Dame, Australia.

- Dilwyn Griffiths, Director of Finance, was appointed President of Perth Triathlon Club.
- Clinical Nurse, Flick Holland, was elected President Orthopaedic Nurses Association Western Australia.

COMMUNITY

- The 2016-17 Charity of the Year, Compassionate Friends, received \$16,786 to help their work supporting parents, siblings and grandparents of children who have died.
- Women's Law Centre of WA was selected as the hospital's Charity of the Year for 2017-18.
- A three-metre sculpture by Robert Hague, titled *Ionis*, was installed in the grounds to recognise the 25th anniversary of volunteering at the hospital. It was purchased using funds raised by volunteer caregivers.
- Sponsored two youth art award prizes at the City of Melville Art Awards.
- The St John of God Murdoch Community Hospice observed Palliative Care Week with art show of works by hospice inpatients, outpatients and carers.

- Supported St Patrick's Community Support Centre with Christmas food hampers.
- Provided ongoing support to Horizon House. The Cancer Centre donated Christmas presents, Admissions Clerk, Alison Swarts, and Murdoch Mission Support Committee members handmade man bags, and formation for caregiver opportunities were offered.

YEAR AHEAD

- Expansion of Angiography services through extended operating hours.
- Upgrade to the birth suite corridors.
- Implement a caregiver taskforce to increase recycling efforts.



ST JOHN OF GOD MT LAWLEY HOSPITAL

Established: 1937

Location: Thirlmere Road, Mt Lawley

Chief Executive Officer: Ms Chris Hanna

Medical Advisory Chair: Dr Paul McRae

Beds: 205

Staff: 586

Accredited doctors: 470

Theatre and procedure rooms: Eight theatres and two procedure rooms.

Services: Bariatric surgery, ENT, gastroenterology, general surgery, gerontology, medical, obstetrics and gynaecology, oral maxillofacial, older adult mental health, orthopaedics, paediatric surgery, plastic surgery, rehabilitation, urology.

SERVICES

- Negotiated new public contract with East Metropolitan Health Service for Restorative and Day Therapy Unit and with Mental Health Commission for Ursula Frayne Unit.
- Conducted refurbishments including the upgrade of three birth suites in family birthing unit, installation of new chillers, upgrade of doctor change rooms; installed lightning protection and introduced Instacount software in central sterilising department and operating suites.

- Focused on business development to increase engagement with specialists and hospital activity, including; recruiting a GP Liaison Officer, introducing Coffee Connect GP education program, conducting market research into maternity offering, and increasing the number of, and attendance at, GP education events.

PEOPLE

- New appointments included Royce Vermeulen as Acting Chief Executive Officer while substantive Chief Executive Officer Chris Hanna took long service leave, Dr George Eskander as Director of Medical Services, Nivedita Kelkar as Manager Finance, Darren Jones as Manager Corporate Services, and Sherralea Buckingham Clinical Audit Nurse.
- Admissions Telephonist, Sandy Tucker, was awarded the Jennifer Stratton Scholarship.
- Midwife Kristy Wiegele received the Community Service Award at the 2017 Curtin Alumni Awards.
- Conducted MySafe Handling Program, which saw more than 300 caregivers trained.
- Delivered Manual Handling training for non-clinical groups.
- Implemented Info Safe system for the management of hazardous substances.

- Reduced lost time incident frequency rate from 19.02 to 9.81. Reduction can be attributed to introduced initiatives such as the MySafe Handling Program, which has helped to raise awareness of manual handling risks and safe work practices, the new RiskMan which has helped to reinforce caregiver and manager OHS responsibilities and introducing a revitalised and active OHS Committee with increased caregiver participation.
- Recruited five educators and one administrator within the Learning and Development team.
- Successfully implemented mandatory education matrix review.
- Successfully implemented the RISE leadership program with around 60 participants joining the program.

COMMUNITY

- Supported Charity of the Year, Homeless Healthcare.
- Continued the Cartwheels project art program, with more than 350 patients participating.

YEAR AHEAD

- Implement the new public contract for Restorative and Day Therapy Unit and the Ursula Frayne Unit.
- Continue focus on building obstetrics, rehabilitation and medical and surgical services.
- Continue focus on specialist and GP engagement and business development.

ST JOHN OF GOD PINELODGE CLINIC



Established: 1980

Location: 1480 Heatherdon Road, Dandenong

Chief Executive Officer: Mr Steven Schultze

Medical Advisory Chair: Associate Professor Brendan Murphy

Beds: 54

Staff: 171

Accredited doctors: 47

Theatre and procedure rooms: One Electroconvulsive Therapy (ECT) Suite and two Repetitive Transcranial Magnetic Stimulation (rTMS) chairs.

Services: Inpatient acute psychiatry and drug and alcohol recovery, detoxification and rehabilitation, day patient programs, private psychiatry, outpatient psychology, DBT program, community mental health.

SERVICES

- Commenced a 12-month nursing pilot partnership with health funds to provide a telephone counselling service.
- Provision of six Department of Health and Human Services Public Health Alcohol and Other Drugs beds for three months to June 2018.
- Commenced outpatient repetitive Transcranial Magnetic Stimulation service for some health funds.

PEOPLE

- Implemented new leadership and governance structure at St John of God Pinelodge and Frankston Rehabilitation Hospitals and planned for the new St John of God Langmore Centre (due to open in July 2019).
- Key appointments following the south-eastern sub-acute restructure in February 2018 included Steven Schultze as Chief Executive Officer South Eastern Sub Acute, Shelley Cooper as Director Clinical Services, Mental Health, Teresa Rhynehart as Director of Mission Integration South Eastern Sub Acute, Nicole Hee as Director Corporate Services South Eastern Sub Acute, Amber Atkinson as Manager Occupational Health and Safety, Megan Dobbie as Psychology Manager and Dr Rajiv Sotia as Director Medical Services.
- Associate Professor Brendan Murphy was appointed Medical Advisory Committee Chair.
- Funded doctor attendance for Transcranial Magnetic Stimulation training course.
- Recorded one lost time caregiver injury for the year.
- Involved in a group-wide study in conjunction with Pastoral Services called Person-Centred Care: A mixed methods study.

COMMUNITY

- Provided funding to the ERMHA Origins program, which delivers mental health case management and programs to culturally and linguistically diverse communities.
- Fundraised throughout the year for the Cottage by the Sea charity, which empowers disadvantaged children.
- Donated 11 food hampers to St Vincent De Paul Christmas food appeal, and \$600 of food each month to the Anglicare food cupboard.
- Funded a playgroup at the local Anglican Church.

YEAR AHEAD

- Refurbish St John of God Langmore Centre (previously St John of God Berwick Hospital site).
- Implement scoping of day programs with view to extend service to St John of God Langmore Centre when operational.
- Modify patient bedrooms to improve patient safety and quality.
- Recruit Business Development Manager Mental Health and Rehabilitation.
- Recruit Director of Allied Health, to be based at St John of God Langmore Centre.
- Introduce Salesforce customer relationship management software to improve business performance and stakeholder engagement.
- Deploy an internal and external facility enhancement program to improve aesthetic patient experience.

ST JOHN OF GOD SUBIACO HOSPITAL

Established: 1898

Location: 12 Salvado Road, Subiaco

Chief Executive Officer: Professor Shirley Bowen

Medical Advisory Chair: Dr Don Ormonde

Beds: 578

Staff: 2,069

Accredited doctors: 881

Theatre and procedure rooms: 20 theatres; one birth suite theatre; Wembley Day Surgery with three theatres; Endoscopy unit with four procedure rooms; two cardiac and vascular intervention 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, community drug and alcohol services, and a broad range of medical and surgical specialty services.

SERVICES

- The new Clinical Command Centre in main theatres was commissioned. This project comprised new technology and practices to improve patient flow through theatres to recovery and to the wards, providing real time status information to visiting medical officers and caregivers.
- Appointed global pilot site for new virtual reality software, MedVR, which converts CT and MRI scans into fully interactive and immersive 3D-models to improve surgery preparation and training.
- Introduced 'My Ticket Home', a checklist designed to help patients better understand what they need on their day of discharge to reduce unnecessary delays.
- Commenced Transcatheter Aortic Valve Implantation (TAVI) procedures, with 17 successful cases performed as at 30 June 2018. This procedure is pioneering and only available at a few hospitals in Western Australia.
- Conducted 2,000th urological procedure using the da Vinci® robotic surgical system. The system uses radical prostatectomy and kidney surgery to endeavour to improve surgical outcomes and reduce complications.
- Piloted Doctor Connect mobile app, which provides doctors with real time access to patient information and test results.
- Continued to contribute to national and global research. Involved in 269 active research projects, of which 77 were new research studies started in the last financial year. In the last 12 months research groups have published more than 74 original research papers.
- Conducted 43 active clinical trials: 41 in oncology; one in inflammatory bowel disease and one in cardiology. An additional six trials are pending.
- Implemented an early intervention and active injury management program which has seen lost time injury frequency rate (LTIFR) reduce by more than half over the last 12 months.
- Launched infection control initiative encouraging caregivers and doctors to 'Wash In, Wash Out' for hand hygiene, which is showing improved results.
- Implemented a new project focusing on infection control management of invasive devices and aseptic technique for all caregivers and junior doctors.
- Formed new Business and Service Development directorate to grow clinical services and specialist recruitment, GP referrals and service development.
- Doubled the number of GP education events to 18 per year, offering a platform for our visiting medical officers to speak directly to GPs about their speciality area, to grow referrals. More than 1,200 GPs have attended these events.
- Introduced cooling caps for chemotherapy patients, to help reduce or prevent hair loss during treatment.

PEOPLE

- New appointments included Professor Shirley Bowen as Chief Executive Officer, Dr Eva Denholm as Director Medical Services, Jenny Brenton as Director Nursing, Clinical Operations and Excellence, Jennifer Healey as Director Mission Integration, Steve Cohen-Jones as Director Business and Service Development, and Andy Wheble as Director Corporate Services.

COMMUNITY

- Raised more than \$3,500 for Charity of Choice, Manna Inc in 2017-18 through a range of activities across the hospital.
- Donated \$2,000 to Lions Cancer Institute (Special Children's Big Day Out), \$1,020 to Lions Club Razamatazz, \$3,000 to headspace, \$1,020 to Police and Community Youth Centres (Circus Quirkus) and \$10,193 worth of pharmaceuticals to Rafiki Surgical Mission to Tanzania.
- Attained signed agreement with Canteen for registered nurses and junior medical officers for programs in 2017-18.
- Perioperative Resources Manager, David Nash, travelled to Cambodia to help train staff and repair medical equipment.
- Donated 30 beds and other hospital materials via Rotary Australia to Kossamak Hospital in Phnom Penh, Cambodia.
- Became a member of two social justice partnerships: The Perth Ecumenical Social Justice Round Table and The Perth Archdiocese Aboriginal Catholic Ministry's 'Coming home together network', a network of Catholic organisations

and people committed to reconciliation and engagement with Aboriginal communities.

YEAR AHEAD

- Refurbish North Block wards, including all amenities and bathrooms, to give a new modern look.
- Expansion and refurbishment of Ivy Suite to enable more chemotherapy services. Also includes an expanded and upgraded pharmacy to support this expansion.
- Unveil the hospital campus master plan for community consultation as part of our Local Development Planning (LDP) application process to the Town of Cambridge in support of our hospital redevelopment
- Implement a preference cards project, enabling visiting medical officers to have a profile outlining their preferences for equipment and consumables in theatre, customised for each procedure.
- Launch of online admissions portal for surgical and medical patients in August 2018, to enable patients to more easily be admitted for elective surgery.
- Launch of a new urgent referral service via an Acute Medical Unit for patients to be admitted after hours.
- Continue improvements to patient flow utilising the newly installed Clinical Command Centre and additional Journey Boards software.
- Migrate to a VOIP telephone system, allowing the hospital to standardise and centralise the VOIP telephony system and leverage the benefits offered by the newer VOIP technology.
- Review of specific speciality services to enhance patient experience at every opportunity.
- Introduce a new cleaning, catering and caring model, which will enable a new focus on the delivery of the different types of patient care including new catering menu and a trial of room service.
- Reduce documentation and non-nursing activities undertaken by nurses to improve patient care and satisfaction.
- Continue a focus on GP engagement to increase referrals and activity.



ST JOHN OF GOD WARRNAMBOOL HOSPITAL

Established: 1939

Location: 136 Botanic Road,
Warrnambool

Chief Executive Officer: Mrs Jo Bell

Medical Advisory Chair: Dr Bridget
Clancy

Beds: 74

Staff: 199

Accredited doctors: 117

Theatre and procedure rooms: Three
theatres.

Services: Elective surgery, medical
unit, oncology, rehabilitation, sleep
studies and outpatient services,
including mental health, allied health,
dietetics and diabetes.

SERVICES

- Expanded urology equipment to enhance the surgical capability for patients to reduce the need to leave the local area.
- Expanded orthopaedic services to include speciality foot and ankle surgical treatments, which also reduces the need to travel out of the local area.
- Expanded oncology services to be able to provide cooling cap technology, which reduces the hair loss suffered by patients. We are the only facility in the local and surrounding area to provide this service.
- Expanded specialist numbers in orthopaedics.
- Achieved a net promoter score consistently of more than 80 per cent since implementation in mid-December 2017, based on more than 770 responses.

PEOPLE

- New appointments include Joanne Bell as Chief Executive Officer and Felicity Barker as Director of Mission Integration.
- Physician Dr Noel Bayley's contribution to Timor Hearts saw him recognised in the Queen's Birthday 2018 Honours with a Member of the Order of Australia - General Division (AM), for significant service to medicine in the field of cardiology, and to the diagnosis and treatment of heart disease in Timor-Leste.
- Maintained ongoing partnerships with Barwon Health for medical registrar training, Royal Australian and New Zealand College of Obstetrics and Gynaecology for registrar training, Deakin Medical School for medical student placements, and universities for student placements across nursing and allied health.

COMMUNITY

- Provided regular and ongoing support to Anglicare Foodbank, including food collections.
- Participated in collections throughout the year of toiletries for the Uniting Church showering program.
- Provided support to St Joseph's Church soup kitchen.
- Collected goods for 'It's In the Bag' appeal, for women who have been subjected to domestic violence.

- St John of God Warrnambool Hospital Relay for Life team awarded as the Warrnambool area team who raised the highest amount, for the second year running, raising more than \$7,735 for allocation to a melanoma research project for the Cancer Council.
- Hospital Auxiliary raised \$22,500.
- Strengthened partnerships between the hospital and local Aboriginal communities with Aboriginal representative on Consumer Reference Committee.
- Continued to support local social justice initiatives.

YEAR AHEAD

- Recruit for ear, nose and throat surgeon, general surgeons and anaesthetists in collaboration with South West Healthcare.
- Collaborate with South West Healthcare to implement clinical services planning for the South Western Victoria region.
- Redevelop consulting suites for surgeons.
- Implement a five-year strategic plan.
- Strengthen the trust and relationships with local Aboriginal communities through shared activities.
- Deepen connections with the Primary Health Care Network in response to the Dairy Crisis.

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St John of God Warrnambool's rehabilitation services help patients return to health and independence as soon as possible after injury, illness or surgery. Hydrotherapy involves exercising in a heated pool, which helps reduce the pressure and stress on the body and joints.

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ST JOHN OF GOD SOCIAL OUTREACH

Established: 2002

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

Group Director: Ms Bev East

Staff: 207

Services: Deliver services in the areas of early years (Raphael Services and Aboriginal perinatal health care and training), youth and accommodation services (Horizon House Program and Casa Venegas), community mental health services (Pomegranate Community Mental Health Service, Glenrye Centre and Ferns Community Mental Health Service) and international health capacity building programs in Timor-Leste.

RAPHAEL SERVICES

- Commenced capacity building project in perinatal infant mental health and alcohol and other drugs with a \$338,000 grant from WA Primary Health Alliance.
- Delivered the inaugural St John of God Raphael Services Pregnancy and Parenting, Alcohol and other Drugs conference to 130 delegates from 32 organisations.
- Secured more than \$550,000 in funding from Primary Health Networks for Perinatal Infant Mental Health Services through Raphael Services in WA, Victoria and NSW.
- Delivered the 'Your Experience Survey' to gather consumer feedback and completed first GP satisfaction survey.
- Co-hosted the inaugural Grampians Perinatal Mental Health Conference with Primary Health Networks Western Victoria.

HORIZON HOUSE

- Opened specialist Horizon House Young Mother and Baby Program in Bendigo.
- Supported 164 vulnerable young people, 23 young women through the Young Mother and Baby Program and 19 young people through the Learners to P Plate Program.
- Transitioned 59 young people into independent living.
- Received \$27,000 in donations to enhance Tier 1 houses and implement new programs.

CASA VENEGAS

- Transitioned 25 per cent of clients into independent living.
- Supported 14 clients in obtaining the national disability insurance scheme (NDIS) package.
- Supported two clients in commencing their own small business and another through her second Bachelor's degree.

COMMUNITY MENTAL HEALTH

- Supported 1,801 clients through 13,671 service contacts and received 1,720 new referrals.
- Secured tender to deliver the Services and Treatment for Enduring and Persistent Mental Illness Program and Psychological Services in the Great South West Coast region and to provide psychological services for bushfire relief.



- Developed streamlined model of care across three sites.
- Expanded Mandurah satellite service.

INTERNATIONAL HEALTH

- Conducted a clinical and non-clinical hospital-wide survey at the Dili National Hospital in Timor-Leste, which showed significant improvement in compliance.
- 54 Timorese nurses graduated from the inaugural graduate nurse program.
- Supported opening of mental health drop-in centre in Madang, Papua New Guinea.
- Conducted Health Manager's Program at Dili National Hospital.

PEOPLE

- New appointments include Anna-Marie Thompson as Community Mental Health Services Director, Ben Dingle as Country/Nursing Development Manager Timor-Leste and Dr Andrew Yeates as Director Medical Services – Community Services.

YEAR AHEAD

RAPHAEL SERVICES

- Develop a national Aboriginal Attachment eLearning package with the Department of Health WA to improve social and emotional outcomes for Aboriginal families.

- Establish additional Raphael Services Western Australian satellite location in a northern suburb of Perth.
- Establish telehealth in rural, remote areas of Western Australia.

HORIZON HOUSE

- Develop client feedback tool to support client-informed service delivery.
- Establish a youth mentor support service and youth engagement program.
- Develop business cases for expansion of Horizon House services.

CASA VENEGAS

- Continue to focus on recovery based service delivery.

COMMUNITY MENTAL HEALTH SERVICES

- Focus on improving access to care and building satellite services in areas of need.
- Develop a national brand for Community Mental Health Services.
- Trial pilot programs in areas of unmet needs.

INTERNATIONAL HEALTH

- Implement recommendations from the 2017 Hospital Nacional Guido Valadares (HNGV)-wide survey, focussing on quality, policies and procedures, medication safety and infection control systems.
- Expand Health Manager's Program to participants from Timor-Leste's municipal hospitals and Ministry of Health staff.
- Support HNGV to implement Patient Focused Care Model.



ST JOHN OF GOD HAUORA TRUST

Established: 2008

Location: New Zealand

Chief Executive Officer: Mr Steve Berry

Beds: 95

Staff: 314

Services: Long-term residential support, rehabilitation and therapy for people aged 16-65 with physical and neurological disabilities through our Health and Ability Services: (St John of God Halswell, St John of God Karori, St John of God Addington, St John of God Selwyn, St John of God Clouston Park and the Granada Neurological Rehabilitation Centre of Excellence). Through our Community, Youth and Child Services we provide young parent and youth social services, mental health services and we also operate a 55-bed early childhood centre, called Little Owls Preschool.

COMMUNITY, YOUTH AND CHILD SERVICES

- Achieved maximum accreditation subsequent to government audits, Adventure Therapy service achieved Outdoors Mark accreditation and maximum three-year accreditation by the Ministry of Health.
- Provided counselling to 299 young people and social work support to 239 people.
- Delivered support to 118 youth at risk and 88 young people experiencing eating issues, through collaborative Adventure Therapy and Health and Wellbeing program provided to seven schools.
- Provided support to 69 young women at risk through Mana Wahine (powerful women) Adventure Therapy group.

- Provided Adventure Therapy and intervention programmes in partnership with the Department of Corrections, supporting 29 young people to avoid re-offending.
- Provided 64,659 hours of early childhood education, serving 103 tamariki (children) and their whānau (family) at Little Owls Preschool.
- Delivered support to 239 parents through 17 young parent education groups.
- Continued social housing project, HOPE (Housing Opportunities for Parental Enhancement), providing accommodation and wrap-around support services to young parents.
- Renewed funding arrangements for a broad range of social services with government departments including Oranga Tamariki - Ministry for Children, Ministry of Health, Ministry of Social Development, Department of Corrections and Ministry of Education as well as the Canterbury District Health Board.
- Supported primary-school-aged children and their whānau through a mental health professionals in-schools programme.

- Awarded a new one-year contract with the Department of Corrections for Program and Reintegration Services based at Christchurch Men's Prison and in the community.

HEALTH AND ABILITY SERVICES

- Provided 132 rooms across Wellington and Canterbury districts, offering specialist residential care and clinical support for people with physical and neurological disabilities who are under the age of 65 years; 96 per cent bed-occupancy rate.
- Delivered 6,519 rehabilitation and therapy hours through The Granada Centre, a neurological rehabilitation centre of excellence.
- Opened a new 12-room community home in Clouston Park, Upper Hutt.



PEOPLE

- Virginia Spoors, Regional Manager (Southern) Health and Ability Services, appointed to the Board of the New Zealand Brain Institute.
- Sarah Williams, Regional Manager (Southern) Community, Youth and Child Services, appointed to the Board of Te Roopu Taurima Trust.
- Established a national Workforce Development Coordinator position.
- Designed the New Zealand Spirit of St John of God Award.

COMMUNITY

- Provided wrap-around social worker support and co-delivered parenting education to young parents in partnership with Plunket New Zealand through Community, Youth and Child Services.

- Signed Memorandum of Understanding with MenzShed Halswell to develop community initiatives at St John of God Halswell.
- Community, Youth and Child Services continued five-year contract with the Department of Corrections for the rehabilitation and reintegration Mauri Toa Rangatahi youth offender program.
- Continued Community Action on Youth Alcohol and Drugs services.
- Prepared written and oral submissions to the Justice Select Committee opposing the End of Life Bill.
- Built connections with the local marae (meeting house), parish and community groups in Upper Hutt where we recently opened a new 12-room community home.
- Provided more than 38,000km of travel in residential vans, taking residents to appointments, activities, and local events in the community

YEAR AHEAD

- Complete seismic strengthening, refurbishment and reconfiguration program at St John of God Karori facility.
- Implement and consolidate new Mana Ake service basing mental health professionals at schools in the Canterbury region.
- Implement Electronic Medication Management system in Health and Ability Services.
- Implement Residential Clinical Care Pathway program at Health and Ability Services.
- Build to full capacity at St John of God Clouston Park.
- Develop New Zealand's first fully accessible tiny home, in collaboration with Menzshed Halswell, as an affordable housing model to help transition residents back into the community.
- Conduct exploration of site development proposals for unused land at our St John of God Halswell site.
- Launch New Zealand Spirit of St John of God Award.





EXCELLENCE



EXCELLENCE IN CARE

The provision of excellent and compassionate healthcare is the primary way in which we express and meet the call of our Mission. Our goal, expressed in our number one strategic priority, is 'to be a recognised leader in the Australian health sector for the provision of high quality care'.

At St John of God Health Care this means combining the highest standards of clinical care with a responsive person-centred approach that recognises all patient needs.

Excellent high quality healthcare requires safe, appropriate and responsive care from engaged and competent caregivers and accredited health practitioners.

ACCREDITATION

All St John of God Health Care hospitals are required to participate in the Australian Council on Health Care Standards' (ACHS) quality accreditation program.

Accreditation refers to an external review process undertaken by a healthcare accreditation body that demonstrates that our facilities and services have successfully complied, when measured against defined accreditation standards. It provides us with assurance that the necessary structures, systems and processes are in place and routinely evaluated with a focus on continuous improvement.

The ACHS evaluates St John of God Health Care acute, mental health and rehabilitation services against the National Safety and Quality in Health Services (NSQHS) Standards, which were developed by the Australian Commission on Safety and Quality in Health Care. St John of God Health Choices is evaluated against the ACHS EQIP6 Standards.

During 2017-18, St John of God Geelong, Bendigo and Pinelodge Hospitals and Hawkesbury District Health Service underwent organisation-wide accreditation and successfully met all criteria relating to the NSQHS Standards.

PATIENT SATISFACTION AND EXPERIENCE

St John of God Health Care conducts regular assessments and evaluations to understand how patients feel about their care with us.

In 2017-18, this focus has increased with a number of projects underway to better understand, monitor and measure the patient experience.

The Press Ganey Annual Satisfaction Survey was conducted in 2017-18 and, while we were unable to benchmark against other Australian hospitals, St John of God Health Care performed better than its long-term average.

In 2016-17, St John of God Health Care introduced the Net Promoter Score (NPS), which allows patients to provide feedback on their experience in our facilities in close to real time. The NPS enables us to understand what is working well as well as providing opportunity for more immediate continuous improvement. The NPS asks patients to rate on a scale of 0 to 10 how likely it is that they would recommend our hospitals to their friends and family. In 2017-18, the NPS was implemented in all our acute hospitals

*St John of God Frankston
Rehabilitation Hospital offers
a patient-focused approach to
rehabilitation, ensuring health care
plans fit with patients' needs.*

Importantly, St John of God Health Care was an early adopter of the Australian Hospital Patient Experience Question Set (AHPEQS). These are a set of 12 nationally approved questions developed by the Australian Commission on Safety and Quality in Health Care to provide a validated and nationally consistent measurement tool for the measurement of patient experience in hospitals.

All discharged patients have the opportunity to respond to the AHPEQS, and we have achieved a high response rate to date. St John of God Health Care is taking a leading role in encouraging other hospital providers to participate, with a view to setting industry benchmarking for patient experience.

DOCTOR SATISFACTION SURVEYS

St John of God Health Care conducts annual surveys of doctor engagement and satisfaction.

In 2017-18, there was a slight increase in doctor engagement to the 59th percentile and more than 46 per cent of St John of God Health Care doctors participating in the survey were considered 'dedicated partners' - that is doctors that are highly satisfied and engaged with our organisation.

CLINICAL RISK MANAGEMENT

In 2017-18, the Clinical Incident Management Policy was refreshed to reflect various jurisdictional requirements and to guide our caregivers in the use of a new electronic incident and feedback management system that was implemented in April 2018. This new system facilitates reporting, management and trend monitoring of patient-related incidents and complaints.

The patient management process has also been refreshed following development of an organisation-wide Complaints Management Policy and a Complaints Management Toolkit to assist our caregivers in responding to complaints.



INFECTION CONTROL

In 2017-18, our hospitals achieved a hygiene rate of 83.7 per cent, exceeding the Australian Commission on Safety and Quality in Health Care's National benchmark of 80 per cent.

We monitor rates of *Staphylococcus aureus* bloodstream (SAB) infections that arise during our care, and aim to eliminate these wherever possible. In 2017-18, our SAB infection rate was 0.41 SAB cases per 10,000 patient care days, which is significantly better as compared to 2016-17 performance and the national benchmark of 2.0 SAB cases per 10,000 patient care days.

BLOOD AND BLOOD PRODUCT SAFETY

Formalised review of blood-related incidents provided hospitals with performance trends, lessons learned and information to enhance blood safety processes. A patient safety alert was developed and circulated to raise awareness regarding the potential risks where patient and blood product information and identification checks are not correctly performed.

In response to the Australian Red Cross Blood Service transition to new blood labels to align with International standards (ISBT128), St John of God Health Care developed and distributed an information pack to assist caregivers in using new blood labels safely.

CLINICAL DETERIORATION

St John of God Health Care revised relevant tools to assist caregivers to record, identify and escalate situations in which patients experience clinical deterioration, to ensure they receive prompt attention.

A cross-organisational Clinical Deterioration Working Group was also established to review medical emergency governance systems and processes across all hospitals.

OBSTETRICS

A range of initiatives was implemented as part of the Obstetrics and Midwifery Strategy in 2017-18:

- Selected clinical case reviews by the St John of God Health Care Obstetric and Midwifery Steering Committee and St John of God Health Care Obstetric and Midwifery Mortality and Serious Morbidity Sub-committee. These committees bring together obstetricians, neonatologists, paediatricians and midwives from across three states where we provide obstetric and midwifery care. These reviews inform obstetric communiques and improvement activities to enhance safety and quality of maternity and obstetric care across St John of God Health Care.
- Ongoing coordination of the RANZCOG Fetal Surveillance Education Program (FSEP) in liaison with hospital midwifery managers and educators. During the year, 540 midwifery and obstetric caregivers participated in these educational workshops.
- Introduction of a stillbirth/neonatal harm case review document and screening procedure.
- Public reporting of all St John of God Health Care Victorian hospital maternity/obstetric performance indicators to enable benchmarking with other Victorian public and private health services.

MENTAL HEALTH

The Mental Health Community of Practice continues to support the review and promotion of contemporary and best clinical practice in this area.

Significant work has been undertaken to enhance our physical environment to ensure client safety and strengthen our intake and referral processes to maintain effective communications with general practitioners, psychiatrists and allied health professionals who care for clients after they return home.

PRESSURE INJURY PROJECT

Most of our hospitals implemented our new suite of resources supporting good clinical practice in pressure injury prevention. Engaging more with our patients, their families and carers to be involved in understanding and supporting the reduction of pressure injury risk has been an important feature in this work.

The next phase throughout 2018 will involve evaluating the impact of these new resources for clinical practice, on reducing pressure injuries and understanding the value of our initiatives from our patient's perspective.

SURGICAL SAFETY

Surgical safety has been enhanced through:

- Revision and implementation of a Safe Surgical Specimen Transfer Policy and Procedure to reduce the risk of losing important surgical specimens that aid the diagnosis and treatment of clinical conditions.
- Review of the Surgical Instrumentation Count Policy.
- Completion of a comprehensive literature review and revision of the *Correct person correct procedure and correct site policy*.

PATIENT SAFETY ALERTS

We publish and disseminate Patient Safety Alerts comprising clinical scenarios and lessons learned.



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The provision of excellent and compassionate healthcare is the primary way in which we express and meet the call of our Mission.

Our obstetrics service offers flexible medical care before, during and after birth and our holistic approach to care is complemented by advanced medical technology.

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PALLIATIVE CARE

St John of God Health Care provides high quality specialist palliative care services to both private and public patients in our Western Australian hospitals.

These services use a team approach to help prevent and relieve suffering and optimise quality of life – physically, spiritually, emotionally, and socially.

They are highly effective in enabling people to maintain independence for as long as possible and live life as fully and comfortably as possible. They encourage people to be more involved in their care, helping them to feel more in control of their situation and supporting them to make decisions about their treatment and ongoing care.

St John of God Health Care provides the following palliative care services through its hospitals:

- St John of God Bunbury Hospital: specialist palliative care service with ten inpatient beds (private and public), clinical nurse specialist, palliative care medical specialist, allied health services, outpatients clinic;
- St John of God Murdoch Hospital and St John of God Murdoch Community Hospice: specialist palliative care service with 20 beds (private and public), hospital-wide consultancy service, clinical nurse specialist, palliative care medical specialists, allied health services, day support service, outpatients clinic;

Our palliative care helps patients remain active and comfortable for as long as possible; and helps minimise any distress caused by pain and other symptoms. We support you to make important choices about your treatment and care.

- St John of God Subiaco Hospital: specialist palliative care service with five beds, hospital-wide consultancy service, nurse practitioner, clinical nurse specialist, palliative care medical specialists, allied health services, outpatients clinic;
- St John of God Geraldton Hospital: specialist palliative care service with five beds (private and public), medical support provided by general practitioners with some access to Perth metro palliative care medical specialists; and
- St John of God Midland Public and Private Hospitals: will be recruiting a palliative care nurse and a palliative care physician in 2018-19 to provide specialised care for patients and further develop the hospitals' capability to provide the best possible end-of-life care.
- St John of God Health Care provides private and public palliative care services at Hawkesbury District Health Service in New South Wales, both for inpatients and as an outreach service through community health. Palliative care services are also available in a number of its Victorian hospitals.

Several St John of God Health Care hospitals also participate in the Palliative Care Outcomes Collaborative (PCOC), which is a national program working to support improved outcomes for people accessing palliative care services.

In 2017-18, St John of God Health Care hospitals delivered more than a quarter of all inpatient palliative care in Western Australia.

In 2018, St John of God Health Care put forward a submission to the Western Australian Joint Select Committee on End of Life Choices recommending against the legalisation of voluntary assisted dying and asking for greater commitment to resourcing end-of-life and palliative care services. St John of God Health Care does not support euthanasia or assisted suicide.

PASTORAL CARE

The provision of pastoral services is one of the ways in which St John of God Health Care gives expression to its Catholic identity through care for the whole person. Our Pastoral Services teams – an integral part of the multidisciplinary care team – create a space for healing for those in our care, and are trained to respond and respect diversity of culture, religious affiliation and those with no belief systems.

In 2017-18, the Pastoral Services team visited 77,207 people in our hospitals. Approximately 44 visits are made per 100 overnight admitted patients and 2 visits are made per 100 day patients.



*At St John of God Health Care
we provide pastoral services to
address the spiritual, religious
and emotional needs of all people.*



The following initiatives have been undertaken to ensure greater integration and accountability of Pastoral Services.

- Placement of two seminarians from Good Shepherd Seminary Homebush at St John of God Burwood Hospital.
- Provision of pastoral immersion experiences for newly ordained priests at St John of God Bendigo and Ballarat Hospitals.
- Adoption of a group-wide St John of God Health Care pastoral uniform at most pastoral departments with the aim of raising the professionalism of the team and being more identifiable.
- Endorsement and implementation of the *Catholic Chaplaincy Services, Chapel and Sacred Spaces policy*, concluding a two year body of work.
- As part of Catholic collaboration, secondment of the Group Manager Pastoral Services at invitation of MercyCare to undertake a short-term advisory consultancy as they develop a palliative care framework and implementation plan to support pastoral care practice in their aged care service.
- Visit by the Group Manager Pastoral Services to Papua New Guinea with Social Outreach to provide pastoral education and support to the team at Haus Bung (a meeting house for people experiencing mental health issues in the Madang community) and to the Brothers of St John of God as part of capacity building.

St John of God Health Care has had a goal to be a recognised leader in the development of best practice and contemporary pastoral care by 2019. There has been a continued focus on professional development, best practice, and research and service development.

Some key highlights in 2017-18 were:

- ✓ 98 per cent of next of kin received bereavement support post death of their loved one;
- ✓ 89 per cent of deceased patients received pastoral support during their last admission;
- ✓ 100 per cent of endorsed visiting faith chaplains are accredited and accreditation renewed every two years;
- ✓ 69 per cent of patients who experienced a pregnancy loss greater than 20 weeks are seen by pastoral services;
- ✓ 50 per cent of patients who experienced a pregnancy loss less than 20 weeks are seen by pastoral services.

AWARDING EXCELLENCE

Recipient	Award	Awarded by
ST JOHN OF GOD HEALTH CARE		
Eva Skira	Gold Medal Award	The Australian Institute of Company Directors
Dr Michael Stanford	Member of the Order of Australia (AM)	Council for the Order of Australia
Zoe Islip	Emerging Leader Award, the 2017 CHA Awards	Catholic Health Australia
ST JOHN OF GOD ACCORD		
Peter Ben	Finalist in Nillumbik 2018 Contemporary Art Prize	Nillumbik Shire Council in association with Montsalvat
ST JOHN OF GOD BENDIGO HOSPITAL		
Elise Stewart	Victorian Vocational Student of the Year, Australian Training Awards	Australian Government
Elise Stewart	Gold Medallion Award, Health and Community	Bendigo TAFE
Elise Stewart	The Jan Lorimer Trust Award	Bendigo TAFE
ST JOHN OF GOD GEELONG HOSPITAL		
St John of God Geelong Hospital	Winner Large Business Award 2017, Geelong Business Excellence Awards	The Geelong Chamber of Commerce
Stephen Roberts	Winner Business Leader of the Year 2017, Geelong Business Excellence Awards	The Geelong Chamber of Commerce
ST JOHN OF GOD MIDLAND PUBLIC AND PRIVATE HOSPITALS		
Dr Ross Littlewood	Member of the Order of Australia (AM)	Council for the Order of Australia
Kenny Kessler, part of a research team	Mona Twomey Prize	Curtin University

Recipient	Award	Awarded by
Kerri Colegate	Finalist for the Compassionate Care Award, Health Consumer Excellence Awards	Health Consumers Council
Kerri Colegate	Nominated for the Health Professional Award and Aboriginal and Torres Strait Islander Award	The Royal Australian College of General Practitioners Aboriginal and Torres Strait Islander Health
Jo Scheepers	Journal of Tissue Viability & Journal of Clinical Biomechanics Award	The Scientific Committee of the European Pressure Ulcer Advisory Panel
Dianne Ryder	Lifetime Achievement Award	National NAIDOC Committee
Rebecca Leubner	Rotary Club of Swan Valley Stroke Scholarship	Swan Valley Rotary Club and St John of God Midland Public and Private Hospitals' Stroke Unit
ST JOHN OF GOD MT LAWLEY HOSPITAL		
Kristy Wiegele	Community Service Award, the 2017 Curtin Alumni Achievement Awards	Curtin University
ST JOHN OF GOD MURDOCH HOSPITAL		
Dr Gail Ross-Adjie and Professor Leanne Monterosso	Joint first prize, CHA Research Symposium	Catholic Health Australia
ST JOHN OF GOD SOCIAL OUTREACH		
St John of God Social Outreach	WorkSafe Plan Platinum Certificate of Achievement	Department of Mines, Industry Regulation and Safety WA
ST JOHN OF GOD SUBIACO HOSPITAL		
Simon Hulatt	Consumer Appreciation Award	WA Nursing and Midwifery Excellence Awards
Drug and Alcohol Withdrawal Network	Finalist for the Health Organisation Award, Health Consumer Excellence Awards	Health Consumers Council
Professor Christobel Saunders	Inducted into the WA Women's Hall of Fame	International Women's Day, WA Women's Hall of Fame
Professor Christobel Saunders	Joint winner, Premier's Science Award for Scientist of the Year	Department of Jobs, Tourism, Science and Innovation WA
Professor Christobel Saunders	Council for the Order	Council for the Order of Australia
Dr Aime Powell	2018 Cindy Sullivan Fellowship	Australian Gynaecological Cancer Foundation
Dr Chidozie Anyaegbu	Suzanne Cavanagh Early Career Investigator Grant	Cancer Council WA



CASE STUDY

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GIVING PREGNANT WOMEN AND NEW MUMS BETTER OUTCOMES

A mental health screening tool developed by St John of God Health Care researchers was included in new national guidelines released in 2017-18 to help improve the emotional wellbeing of pregnant women and new mums.

The Antenatal Risk Questionnaire (ANRQ) developed by Prof Marie-Paule Austin, Director of the St John of God Health Care's Perinatal and Women's Mental Health Research Unit has been added to the Australian Clinical Practice Guideline for Mental Health Care in the Perinatal Period.

Routine assessment of a woman's social and emotional wellbeing during pregnancy and the first year after birth is particularly important, because about 10 percent of Australian women will develop a depressive or anxiety disorder in this time, which impacts their parenting confidence and bonding with their baby.

Including the ANRQ in the *Australian Clinical Practice Guideline for Mental Health Care in the Perinatal Period* and funding screening through Medicare means more of the 300,000 or so Australian women having a baby each year will have their emotional wellbeing checked during and after pregnancy as part of their routine maternity and postnatal care. It also means those at increased risk of developing emotional health issues can be offered further assessment and early intervention as needed.

The Commonwealth Government's decision to fund the depression screening and psychosocial assessments through Medicare was informed by research completed by Professor Austin's colleague Dr Nicole Reilly.

Dr Reilly's research, published in 2013, showed a lack of screening for women receiving private antenatal care. Dr Reilly, who has recently received one of two Australian Rotary Health Postdoctoral Fellowships, is now evaluating the impact of national prevention and early intervention investments for maternal mental health over the past 20-25 years.

Most importantly, it helps further understanding of interventions and their effectiveness for women who experience adverse perinatal mental health.

Professor Austin's years of research will benefit hundreds of thousands of women each year who will not only have their risks identified but be able to get early intervention so they can enjoy their pregnancy and newborn baby



Including the mental health screening tool in the national guidelines means the 300,000 or so Australian women having a baby each year will have their emotional wellbeing checked as part of their routine maternity and post-natal care.

EXCELLENCE IN RESEARCH

Research is integral to sustaining effective and efficient healthcare delivery.

Commitment to ethical, high quality research is a reflection of St John of God Health Care's Catholic-based Mission and Values.

The research St John of God Health Care conducts in collaboration with clinicians, universities and industry delivers innovation in health service delivery and translates into improvements in health outcomes for patients.

RESEARCH HIGHLIGHTS

St John of God Health Care conducts research exclusive to its own divisions (44 per cent) and collaborates in multicentre research with external sites in Australia and overseas (56 per cent).

There were 157 research studies approved in 2017-18, ranging from smaller quality improvement and evaluation projects through to larger clinical trials of new medications, devices and therapies.

While the total number of approved new research projects for St John of God Health Care was stable at 157 projects, the volume of new enquiries about proposed research (184) and the number of amendments to existing projects (1,174) reflects consolidation and the increased complexity of the trials, as well as the continuing growth trend in research activity.

Most of the research is in oncology (24 per cent) covering various cancers, including breast, gynaecological, lung, skin, upper GI, and urological. Other strong areas of research include orthopaedics, nursing and gastroenterology.

Clinical registries involve the collection of clinical data on a wider population scale for the monitoring of care outcomes and improvements in healthcare practice and policy. St John of God Health Care continues to be actively involved in numerous registries including national registries such as the Australian Breast Device Registry, Australian Bariatric Surgery Registry and the Australian Orthopaedic Joint Registry, Prostate Cancer Registry.

In 2017-18, most of the research was conducted at St John of God Subiaco Hospital (35 per cent of the total St John of God Health Care research) followed by 20 per cent for St John of God Murdoch Hospital and 18 per cent for St John of God Midland Public and Private Hospitals.

NURSING AND MIDWIFERY RESEARCH

Nursing research has focused on factors that can assist with workplace planning and management, and nursing retention, such as examining healthy practice environments, ongoing professional development and resilience.

We target all areas of nursing from acute through to community nursing.

At the centre of other nursing research are innovative practices, for example exploring the feasibility and benefits of patient-controlled analgesia in emergency settings.

Midwifery research has examined the role of midwives in supporting pregnant women in their decision making, and improving care through the development of integrated pathways for women with complicated pregnancies.

Caregivers lead many research projects. For example, one of our nurses at St John of God Murdoch Hospital is principal investigator in a randomised controlled trial that is testing her bowel management protocol in the post major joint arthroplasty group of patients.

Other nursing projects are conducted in collaboration with external academia in areas identified as high priority for improvement in patient experience, clinical outcome and healthcare cost management, such as the nursing management of patient deterioration.

PASTORAL CARE

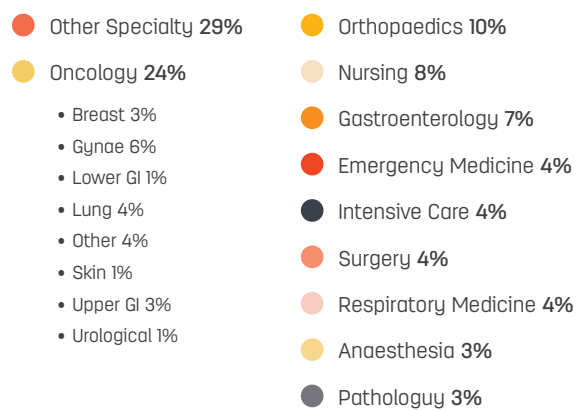
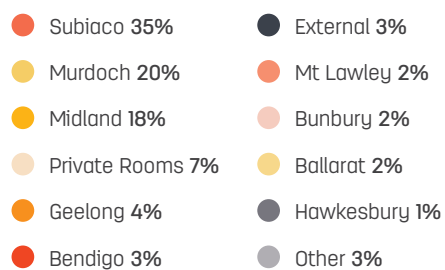
A strong research culture in pastoral care helps determine how health outcomes are affected when a person's emotional, spiritual and religious needs are also addressed.

In 2017-18, St John of God Health Care divisions conducted a number of Pastoral Services research projects:

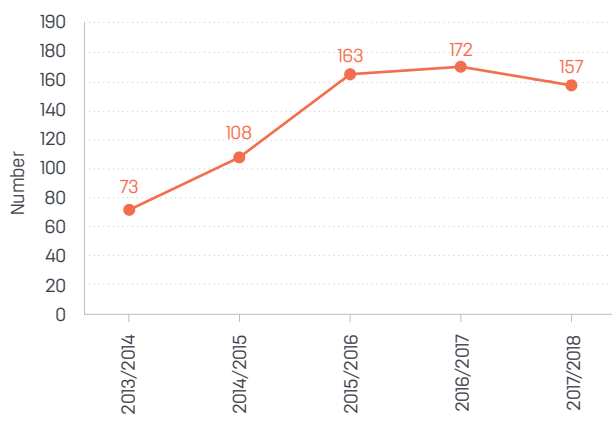
- St John of God Burwood Hospital conducted research into the patient experience of pastoral care in a mental health setting, which was published in the *Health and Social Care Chaplaincy Journal*, in June 2018.
- St John of God Pinelodge Clinic has undertaken an evaluation of the patient experience in participating in a group-based pastoral care program in a mental health setting, which has been submitted to the Spiritual Care Australia Conference 2018 in Newcastle.
- St John of God Accord have received Ethics Committee approval to conduct research with the University of Divinity for a PhD student to undertake 'an investigation into the contribution of pastoral care to the spiritual health of clients with disability and their carers'.
- St John of God Berwick Hospital has undertaken collaborative research with Australian Catholic University into 'Perception of pastoral care amongst patients'.
- St John of God Berwick, Frankston Rehabilitation, Murdoch and Bendigo Hospitals and St John of God Pinelodge Clinic have conducted focus groups with caregivers and consumers as part of a bigger project focused on improving whole person care.



St John of God Health Care conducts research exclusive to its own services and collaborates in multicentre research with external sites in Australia and overseas.



NUMBER OF ST JOHN OF GOD HEALTH CARE APPROVED RESEARCH STUDIES PER FINANCIAL YEAR





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Professor Christobel Saunders, Director Breast Cancer Research, at St John of God Subiaco Hospital has a particular research interest in breast cancer, including clinical trials of new treatments, supportive care and translational and health services research, which have led to better treatments and improved survival for people with cancer.

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Photo credit:
The University of Western Australia.

ACUTE HOSPITALS

ST JOHN OF GOD SUBIACO HOSPITAL

St John of God Subiaco Hospital is one of the most active hospitals in research, among both public and private hospitals in Western Australia.

The vision is to be an academic hospital that provides the highest quality patient care, while conducting and integrating effective and efficient research.

In 2017-18, St John of God Subiaco Hospital had 269 research projects underway and participated in a large number of commercial trials across: oncology (including pancreatic, lung, breast, colorectal, cervical, ovarian, melanoma, prostate, urothelial, brain and oesophageal cancer); inflammatory bowel disease (IBD) in Crohn's disease and ulcerative colitis; and cardiology.

The hospital also participated in investigator-initiated clinical trials in specialties such as breast cancer, gynaecological cancer, anaesthesia and pain, and intensive care.

Highlights include:

- The Anaesthesia and Pain Unit was the highest recruiting site in Australia for the Perioperative Administration of Dexamethasone and Infection (PADI) study and one of the top recruiting sites for the BALANCED trial.
- St John of God Subiaco Hospital was the lead site for the EXCISE study led by Dr Paul Cohen and funded by the Australia and New Zealand Gynaecological Oncology Group (ANZGOG). This is a multicentre randomised controlled trial to investigate the safety of an excisional treatment in young women with cervical pre-cancer wishing to preserve their fertility.
- St John of God Subiaco Hospital was also the lead/coordinating site for the national SIQ observational project, a multicentre survey led by Dr Ed Litton, of the sources of health information used by surrogate decision makers of patients admitted to the Intensive Care Unit. As lead site, the ICU Research Department at St John of God Subiaco Hospital is responsible for the development of the project involving 13 intensive care units within Australia. The project addresses the current knowledge gap of the sources of health information used by next of kin/surrogate decision makers of patients admitted to the ICU. It will also explore the understanding, trust and satisfaction associated with use of the internet and other sources of information for patients admitted to the ICU.
- The colorectal research group, which conducts both clinical and laboratory-based research projects aimed at improving patient outcomes, published six original research papers. The group also presented at local and national scientific conferences.
- St John of God Subiaco Hospital IBD also made available Rectal Tacrolimus (for the treatment of resistant ulcerative proctitis) to patients of other gastroenterologists via the hospital pharmacy and is involved in the National MY AID (My Actively Informed Decision) study, to empower patients making decisions when their treatments change; as well as the IBD Patient Experience Survey, to evaluate patients' experiences in healthcare over the last 12 months and to assess the benefits of IBD Nurse Support.
- The Western Australian Thoracic Research Group (WATRG), with the support of the Bendat Respiratory Research and Development Fund, is currently undertaking projects in the management of febrile neutropenia, thoracic oncology biobank, thoracic surgical practice, interstitial lung disease and cystic lung disease. The febrile neutropenia research is now being translated into clinical practice through system redesign and clinical education, which will directly improve the care we provide our cancer patients.
- The Data Acquisition study, conducted by Stryker Orthopaedics, started earlier this year with St John of God Subiaco Hospital as the first site location in the project. The prospective study collects preoperative, intraoperative and post-operative data over a 2-year period, for patients undergoing a total knee arthroplasty using the Stryker Makoplasty robotic arm. This data is then compiled into a developmental database for future research, training and medical education, to develop and enhance products, equipment and software to help future patients.
- A number of researchers from St John of God Subiaco Hospital were recognised for outstanding contributions to their fields in 2017-18.
- Professor Christobel Saunders, Director of Breast Cancer Research at St John of God Subiaco Hospital, was inducted into the WA Women's Hall of Fame in March 2018 for her leadership and contribution to the field of cancer. She also received an Order of Australia for 'distinguished service to medical education in the field of surgical oncology, to the diagnosis and management of breast cancer and melanoma, as an academic, researcher and clinician'.
- Dr Paul Cohen, Director of Gynaecological Oncology at St John of God Subiaco Hospital, and his colleagues working on the TRACEBACK Study received almost \$3 million of Federal Government funding to trace relatives of women diagnosed with ovarian cancer who might themselves be carriers of gene faults that increase their risk of cancer.

- Dr Aime Powell, an Early Career Postdoctoral Research Fellow whose work is funded by St John of God Subiaco Hospital, was awarded the prestigious national Cindy Sullivan Fellowship through the Australian Gynaecological Cancer Foundation for her research into cervical cancer screening.
- Dr Chidozie Anyaegbu was awarded a Suzanne Cavanagh Early Career Investigator Grant by Cancer Council WA for colorectal research.
- Dr Tim Miller successfully completed a PhD in colorectal research.
- Dr Siva Pulusu has been successfully accredited with IUS (Intestinal Ultra Sound) Training. St John of God Subiaco Hospital is the only centre to offer service for referrals to be performed in Western Australia.

ST JOHN OF GOD MURDOCH HOSPITAL

Highlights:

- The Intensive Care research group hosted a number of multicentre clinical trials examining management of key clinical issues including septic shock, resuscitation fluids, oxygen therapy, delirium, patient nutrition, gut flora restoration and early mobilisation.
- The Murdoch Centre for Orthopaedic Research was the first Australian site to recruit patients into two global clinical trials that will examine clinical outcomes in patients undergoing knee replacement surgery.
- A multicentre clinical trial to evaluate a new left atrial implant designed to reduce the risk of thromboembolism in patients with atrial fibrillation was conducted in partnership with Heartcare WA.
- The oncology clinical trials unit is participating in 23 clinical trials evaluating new approaches to treatment of a range of tumour streams including pancreatic, bladder, stomach, lung, kidney and breast cancer. St John of God Murdoch Hospital was the highest recruiting site in Australia in a trial examining immunotherapy treatment in patients with advanced gastric cancer.
- Dr Paul Cohen, Director of the Gynaecological Cancer Research Group at Subiaco, has extended seven studies to St John of God Murdoch Hospital in collaboration with Dr Raj Mohan. These include surgical clinical trials and laboratory-based genomics studies.

MENTAL HEALTH HOSPITALS

ST JOHN OF GOD RICHMOND HOSPITAL

The St John of God Richmond Hospital Trauma and Mental Health Research Initiative (TMHRI) has had a partnership with the University of New South Wales and the Black Dog Institute since 2014 to bring together clinical and academic excellence.

The purpose of the TMHRI is to:

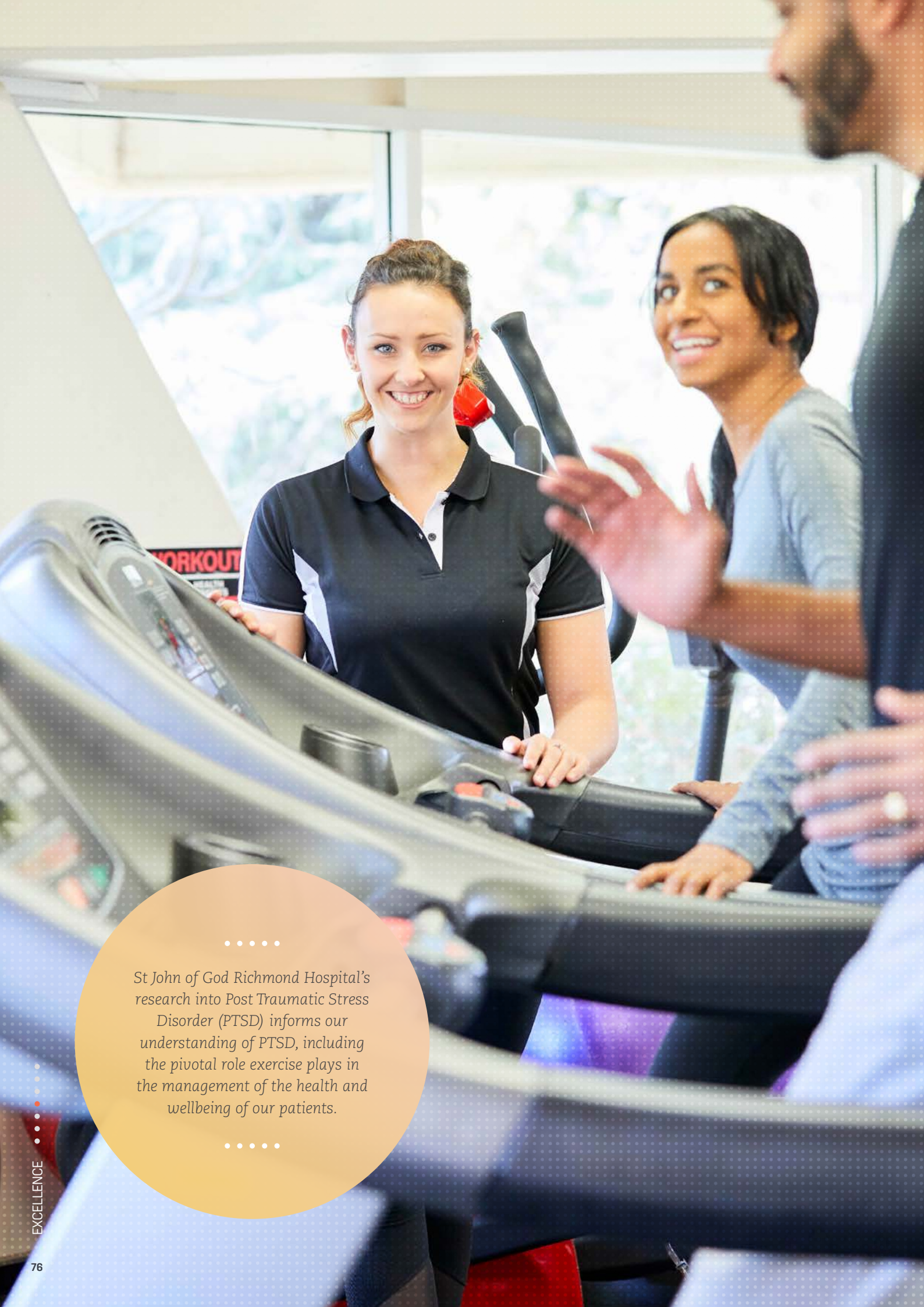
- Progress research into the understanding of trauma and its impact on mental health and wellbeing in Australia and internationally;
- Promote an evidence-based approach to mental health promotion and early intervention for those at risk of developing trauma-related mental health difficulties;
- Improve the effectiveness and provision of evidence-based interventions for those who present with trauma-related mental disorders and associated functional impairment;
- Advance community awareness of the impact of trauma on mental health and wellbeing and to provide support for those who have been exposed to life threatening and other potentially traumatic events; and
- Advocate for the implementation of policies that promote mental health recovery following traumatic exposure.

The Initiative is led by Professor Zachary Steel, based at St John of God Richmond Hospital, with a team of mental health researchers including Dr David Berle, Dr Simon Rosenbaum, Mr Dusan Hadzi-Pavlovic and Ms Ruth Wells.

An important initiative during the year was a partnership with St John of God Richmond Hospital caregivers and the Australasian Society for Traumatic Stress Studies to run clinical workshops in Sydney and Melbourne for mental health professionals on the treatment of complex traumatic stress presentations and moral injury, with other centres to follow.

Professor Steel has been appointed as the national psychology representative on the newly established Centenary of Anzac Centre. This centre is tasked with improving the mental health of veterans following research showing that one in two veterans are experiencing service-related mental health impairments.

A focus of the group's research program is also an investigation into the processes of change that occur for veterans and first responders attending the St John of God Richmond Hospital post traumatic stress disorder recovery program. Analysis of treatment data has helped with undertaking a major restructure in the delivery of trauma-focused mental health interventions to better meet the clinical needs of those attending treatment programs.



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St John of God Richmond Hospital's research into Post Traumatic Stress Disorder (PTSD) informs our understanding of PTSD, including the pivotal role exercise plays in the management of the health and wellbeing of our patients.

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In 2018-19, Professor Steel formed a partnership with the UNHCR regional office to develop guidelines for refugee decision makers on the assessment of psychologically vulnerable applicants in the refugee protection visa assessment. Professor Steel and colleagues have provided intensive training and assistance to more than 120 refugee decision makers in the Department of Home Affairs and the Refugee Division of the Administrative Appeals Tribunal in the use of the guidelines to improve assessment of refugee applicants who have mental health conditions associated with torture and trauma exposure.

As an academic research and teaching unit, the TMHRI has published 27 peer-reviewed research papers and 22 national and international conference presentations over the 2017-18 period. Five postgraduate research students have completed their training studies, including three at the level of PhD, and the unit currently has 12 postgraduate research students.

ST JOHN OF GOD BURWOOD HOSPITAL

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

In 2017-18, Professor Austin and the researchers at PWMHU published 13 peer-reviewed journal articles and presented at more than 10 conferences and seminars.

The team continued collaboration with national and international research leaders from the University of New South Wales, University of Queensland, Macquarie University, University of Newcastle, University of Calgary and McGill University on a range of perinatal mental health projects.

Other highlights include:

- Professor Marie-Paule Austin chaired the Expert Advisory Committee for the updated National Clinical Practice Guideline for Mental Health Care in the Perinatal Period. This guideline was endorsed by the National Health and Medical Research Council and launched at the Marce Society Conference by Federal Minister for Health, Greg Hunt.
- Professor Austin collaborated with the Centre of Perinatal Excellence to develop online education and training resources to accompany the updated guideline, ensuring health professionals have the understanding and tools to identify women and families in need of further support. These resources have been accessed by more than 2,000 health professionals to date.
- Professor Austin's ongoing advocacy through her national and NSW Health policy work led to the release of new and extended Medicare items for depression screening for all Australian women in the perinatal period and landmark funding for 6 to 12 publically funded mother-baby beds for New South Wales.
- Dr Nicole Reilly received one of two Australian Rotary Health post-doctoral fellowships awarded in 2018, which she will use to extend her national perinatal mental health research program, in partnership with the University of Newcastle.
- Professor Austin and Dr Reilly have continued to partner with Bupa Australia to deliver 'mumatters', a consumer-led web-based tool for perinatal depression screening and psychosocial assessment. More than 3,000 women have downloaded and used mumatters since its launch in November 2016.

ARTS AND HEALTH RESEARCH

St John of God Health Care believes the arts play a significant part in the holistic health, happiness and wellbeing of individuals and communities and promotes research in this area.

Highlights:

- St John of God Frankston Rehabilitation Hospital, in collaboration with The University of Western Australia, has commenced a second study into the impact of singing/songwriting on pain reduction and patient wellbeing.
- The *Singing with your baby: an evaluation of group singing sessions for women admitted to a specialist mother-baby unit* paper was published in *Archives of Women's Mental Health* May 2018. The evaluation is a collaboration between St John of God Burwood Hospital, the University of New South Wales and the Black Dog Institute. This paper reports on the acceptability, experience of participation and the immediate impact on maternal mood state of group singing sessions, introduced as a routine component of a mother-baby unit (MBU) treatment program. Results showed that implementation of a singing intervention in this setting is associated with positive changes in self-reported mood state from pre to post session.
- A collaborative study on the Impact of the cARTwheels Mobile Arts Studio on patient wellbeing is about to start with the involvement of St John of God Mt Lawley (initial evaluation), Geelong, Berwick and Midland Public and Private Hospitals and The University of Western Australia.

EXCELLENCE IN EDUCATION AND TRAINING

MEDICAL EDUCATION AND TRAINING

St John of God Health Care contributes to a sustainable and highly skilled Australian medical workforce by providing high standards of training and education opportunities for medical students and doctors in training in metropolitan and regional locations.

Since 2009, St John of God Health Care has continued to support the Specialist Training Program (STP) by providing training and education opportunities within an expanded private setting, in collaboration with specialist medical colleges, state and territory health departments, and public health services. We support anaesthetic, emergency medicine, intensive care, medical administration, obstetrics/gynaecology, physician, psychiatry, radiology and surgery STP training positions.

Over the past two years, there have been several government and professional medical college reviews of the STP and organisational changes at St John of God Health Care, including divestment of St John of God Pathology. These changes have resulted in a reduction from 61 to 43 STP positions. Further changes are anticipated over the next few years as the medical colleges review their current and future positions.

St John of God Health Care also continues to partner with Australian universities and supports medical teaching for undergraduates in many of our hospitals. We provide students with a wide range of learning opportunities within medical and surgical specialties including psychiatry, anaesthetics and emergency medicine.

NURSING AND MIDWIFERY

GRADUATE NURSE PROGRAM

A national standardised approach to our Graduate Nurse Program was introduced in February 2018, giving those transitioning from student to registered or enrolled nurse the opportunity to experience a range of clinical disciplines in a supportive environment. This approach replaces the previous program covering only five Western Australian hospitals, expanding to include a further seven acute hospitals in Victoria and New South Wales.

Designed with input from recent nursing graduates, the program offers diversity of practice settings and development opportunities that can be tailored to individual interests, as well as a standardised theoretical program, delivered through a combination of virtual classrooms and small group coaching sessions.

This year, 77 registered nurses and 48 enrolled nurses commenced the program. In July 2018, 30 registered and 26 enrolled nurses commenced the program and employment with St John of God Health Care across Western Australia and Victoria.

Recruitment for the 2019 program is underway, after applications closed 10 June 2018, and for the first time will use a standardised approach and process including use of video interviewing.

St John of God Health Care contributes to a sustainable and highly skilled Australian medical workforce by providing high standards of training and education opportunities for medical students and doctors in training in metropolitan and regional locations.



GRADUATE REGISTERED NURSE PLACES

2013	2014	2015	2016	2017	2018
104	129	126	116	114	77

GRADUATE ENROLLED NURSE PLACES

2013	2014	2015	2016	2017	2018
35	69	66	73	89	48

REGISTERED NURSE STUDENT DAYS

2012	2013	2014	2015	2016	2017
26,375	27,773	26,137	36,366	45,852	40,160

ENROLLED NURSE STUDENT DAYS

2012	2013	2014	2015	2016	2017
7,885	7,701	9,293	8,403	12,755	11,078

PASTORAL SERVICES EDUCATION

The Graduate Certificate in Liberal Arts (Pastoral Placement) was introduced 2017 and is offered by The University of Notre Dame Australia.

It offers caregivers currently working in pastoral services the opportunity to obtain a tertiary pastoral qualification, builds a recruitment pool to address succession planning and recognises pastoral services as a professional calling.

In 2017-18, five pastoral practitioners enrolled to complete the Graduate Certificate in Liberal Arts (Pastoral Placement).

St John of God Burwood Hospital offers placements to seminarians from Good Shepherd Seminary Homebush to assist in their formation for the priesthood, particularly to help them build deeper understanding of people undergoing psychiatric treatment. Two seminarians were placed in 2017-18 and spent three hours per week over 12 weeks at St John of God Burwood Hospital.

St John of God Bendigo and Ballarat Hospitals offered one-week placements to newly ordained priests to gain some practical experience in offering sacramental care (Mass, communion round, requested visits to Catholic patients) in a hospital setting. The newly ordained priests were supervised in the context of the parish and by the coordinators of Pastoral Services St John of God Ballarat and Bendigo Hospitals.

PEOPLE



PEOPLE

As a Ministry of the Catholic Church, the Vision of St John of God Health Care is inspired by the example of Jesus Christ. Our Mission is to continue his healing ministry through the provision of services that promote life to the full.

Through an enduring commitment to our Mission, we focus on providing the very best care possible to those who are sick or vulnerable.

MISSION INTEGRATION

In order to achieve our Mission, emphasis must be placed on creating environments and relationships which are authentic expressions of the Mission. This integration of Mission into the day to day provision of our services is vital to our identity as a Catholic healthcare organisation.

As commissioned leaders of the Mission, Trustees, Board members, the Group Chief Executive Officer and senior executives have particular responsibilities as caregivers.

In order to ensure our Mission informs all areas of practice and decision making, Mission Integration positions operate at group, regional and divisional level. The Group Director Mission Integration is a member of the senior leadership team, and each division has a Mission Integration leader who is part of the senior management group.

We establish organisational practices that enable our caregivers to flourish and therefore enact Mission in line with their roles and responsibilities. All caregivers, including visiting doctors, are inducted into the Mission ethos.

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

An ethical framework, based on the Catholic Code of Ethical Standards, is embedded across the whole organisation and all policies are expressed through the lens of Catholic social teaching.

FORMATION

Embedding our Vision, Mission and Values into everyday actions and behaviours is the responsibility of every caregiver. To demonstrate organisational commitment to this endeavour, the organisation appointed its first Group Manager Formation in 2017-18 to oversee the development of a coordinated formation plan.

In 2017-18, our Directors of Mission Integration facilitated 237 formation sessions for a total of 3,518 caregivers. Twenty three organisation-wide and forty nine divisional-based formation sessions were facilitated for our leaders. In total, 332 leaders participated in these sessions.

The process of formation is provided to enhance caregivers' ability to model the Vision, Mission and Values to one another and to all who come to us for care. This is one way in which we can ensure our culture remains focused on the provision of excellent, compassionate, Mission-inspired care. Grounded in this commitment, we seek that, as a consequence, our patients, clients, their families and the broader community are given a reason to hope and a greater sense of their own dignity.

WORKFORCE

There was continued focus on the fourth year of the St John of God Health Care Workforce Strategic Plan with notable achievements, including:

- Completed the 2017 caregiver engagement extended survey.
- Reviewed the remaining workforce policies.
- Commenced full review of all Occupational Health and Safety policies to support the 'Good to Great' safety strategy.
- Completed Stage 1 of the Learning and Organisational Development redesign program.

- Commenced activities to strengthen partnerships with education providers relating to student placements.

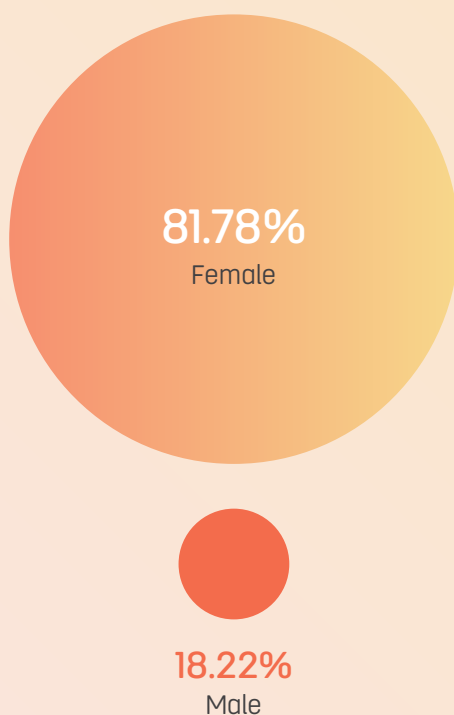
- Streamlined payroll business processes.

Workforce activities resulted in about 300 caregivers being recruited for the redeveloped St John of God Berwick Hospital and the transfer and on-boarding of 102 staff from Marillac Limited (acquired in May 2017) to St John of God Accord.

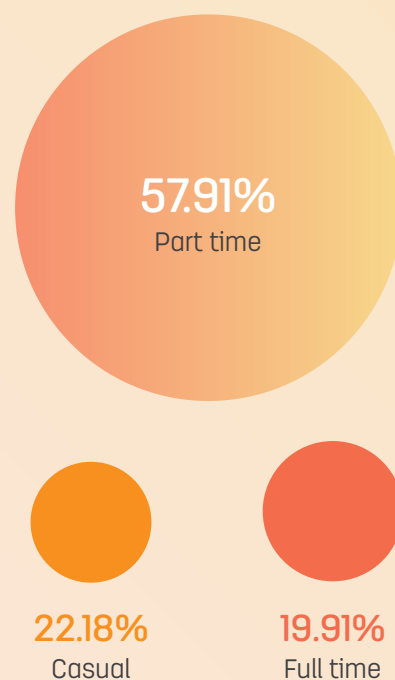
WORKFORCE PROFILE

The total number of caregivers as at 30 June 2018 across the group was 13,959 (8,573 full time equivalent). The workforce profile breakdown is: 52.53 per cent nurses; 16.08 per cent patient care or support; 17.91 per cent administration; 9.09 per cent allied health and health professionals; 4.39 per cent medical officers.

WORKFORCE GENDER PROFILE



EMPLOYMENT STATUS



WORKFORCE HEADCOUNT BY DIVISION

DIVISION	WA	VIC	NSW	EAST TIMOR	NEW ZEALAND	GRAND TOTAL
Accord	-	530	-	-	-	530
Ballarat	-	838	-	-	-	838
Bendigo	-	645	-	-	-	645
Berwick	-	703	-	-	-	703
Bunbury	612	-	-	-	-	612
Burwood	-	-	224	-	-	224
Frankston	-	221	-	-	-	221
Geelong	-	1,049	-	-	-	1,049
Geraldton	170	-	-	-	-	170
Group Services	447	152	5	-	-	604
Hawkesbury	-	-	620	-	-	620
Health Choices	59	77	-	-	-	136
Midland	2,035	-	-	-	-	2,035
Mt Lawley	586	-	-	-	-	586
Murdoch	1,825	-	-	-	-	1,825
New Zealand	-	-	-	-	314	314
Social Outreach	92	84	25	6	-	207
Pinelodge	-	171	-	-	-	171
Richmond	-	-	201	-	-	201
Subiaco	2,069	-	-	-	-	2,069
Warrnambool	-	199	-	-	-	199
Grand Total	7,895	4,669	1,075	6	314	13,959

CAREGIVER SATISFACTION

The annual survey for caregivers was conducted to provide insights into our culture, how caregivers perceive the organisation across a range of measures and how engaged they feel with St John of God Health Care.

The organisation-wide response rate was 47 per cent and overall score was 3.91 on a scale of 1 to 5. A score of 3.5 to 3.99 indicates a moderate to moderately high level of engagement and that there may be some areas to be addressed.

It was pleasing that 11 (55 per cent) of our divisions scored more than 4, indicating these caregivers have a high level of engagement and there are minimal matters to be addressed. St John of God Berwick, Warrnambool and Ballarat Hospitals achieved the highest scores with 4.45, 4.33 and 4.27 respectively.

Overall, our caregivers like the work they do and the people they work with, and agree their supervisor treats them with respect and that reporting and acting on clinical and caregiver safety concerns is a key priority.

Caregivers also said there is a need to focus on taking action on the feedback provided, engagement with senior management and communication.

PARENTAL LEAVE

St John of God Health Care offers generous paid parental leave of between nine 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 between 27 and 32 weeks while on parental leave.

In addition, St John of God Health care offers paid partner leave of either one or two weeks, which caregivers can take at the same time as their partner.

This year, 444 caregivers began parental leave, and 381 returned from parental leave to a combination of full-time, part-time and casual roles.

EQUAL OPPORTUNITY

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

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.

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

In accordance with the requirements of the Workplace Gender Equality Act 2012, St John of God Health Care lodged its 2017-18 annual public report with the Workplace Gender Equality Agency who have confirmed our ongoing compliance.

RECONCILIATION ACTION PLAN

An objective of the organisation's Reconciliation Action Plan is to create employment opportunities for Aboriginal and Torres Strait Islander peoples. Over the past three years, we have employed 76 Aboriginal and Torres Strait Islander peoples, 27 of whom remain in roles across the organisation.

DISABILITY ACCESS AND INCLUSION PLAN (DAIP)

The new DAIP has been submitted for approval.

The plan presents three areas of engagement under the headings of Our Care Givers, Our Services Users, and Our Community.

St John of God Health Care continues to support the opportunity for people with disability to gain employment. This past 12 months we have appointed 10 new caregivers with disability into our divisions.

St John of God Mt Lawley and Midland Public and Private Hospitals have signed collaboration agreements with their local Disability Employment Services, which will provide managers and caregivers with expert advice and support as these new caregivers develop their careers. St John of God Health Care has 12 partnerships with Disability Employment Services nationally.



We refer to all of our employees as caregivers in recognition of the valuable contribution everyone makes to the health and wellbeing of those we serve.

CAREGIVER 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 Program, subsidised wellness programs and salary packaging opportunities.

More than 63 per cent of eligible caregivers accessed salary packaging benefits in 2017-18.

The annual Employee Assistance Program utilisation for the period April 2017 to March 2018 was 4.1 per cent, assuming an average of 13,500 caregivers, which is 1.5 per cent below the industry benchmark. On average, there are 48.2 new referrals each month across the group.

WORKFORCE PLANNING

Workforce planning activities remain a key focus of the Group Workforce team supporting divisions in identifying and addressing opportunities and needs, and providing the reports and tools to support leaders and managers in coordinating their workforce and forecasting future needs.

The current area of focus includes supporting workforce structural redesign across the organisation to align with activity levels and strategic priorities.

St John of God Health Care turnover rates over the last four years show a steady decrease across all employment categories, notwithstanding some anomalies due to staffing adjustments. Our current turnover rate is 6 per cent, which is in line with industry trends.

The ongoing support for divisions to identify and address opportunities and future workforce needs, along with workforce redesign, will be key activities for the upcoming year.

INDUSTRIAL RELATIONS LANDSCAPE

Enterprise Bargaining Agreement (EBA) activity has been minimal this year and, with wage increases at historic lows across all sectors nationally, there has been a drop in the sense of urgency that generally provides impetus to discussions and timely finalisation of negotiations.

The Western Australian State Government's wages policy position will most likely lead to low wage growth in the State. This stands in contrast to Victoria, where significant increases were secured.

The external employment environment is showing positive signs in Victoria and New South Wales as unemployment eases and the economy recovers, but wages growth remains flat. By way of contrast, recent Modern Award increases from the Fair Work Commission (FWC) have well exceeded CPI, partly due to low EBA-derived wages growth and partly in response to the eradication of penalties in a number of hospitality-based awards. This trend is expected to continue.

REMUNERATION AND BENEFITS LANDSCAPE

During the past 12 months, remuneration and benefits centralised its eastern and western region offices into one group-wide service.

Remuneration and benefits has developed a transformative body of work that includes significant internal system and operational initiatives.



St John of God Health Care supports the professional and personal lives of its caregivers through remuneration, benefits and career and educational opportunities.

RECRUITMENT AND HR LANDSCAPE

- Large scale recruitment as required for St John of God Berwick Hospital redevelopment (approximately 300 caregivers recruited), expansion of Pathways to Practice Graduate Program to a national approach, and increasing the number of doctors.
- New technology resulted in efficiencies with the introduction or piloting of some electronic forms.
- The compliance system was expanded with automated processes.
- Preparations have commenced for the new rostering, time and attendance system.
- Compliance and risk mitigation initiatives included Pre-employment Medical Risk Assessment Tool with OSH Group, expanded Disability Worker Exclusion Scheme for St John of God Accord, review and audit to meet Department of Health and Human Services requirements, review and auditing of Working with Children and other KPIs to ensure compliance with St John of God Midland Public and Private Hospitals contract requirements with the State Government.

Key activities planned include:

- Integrating the Recruitment and HR and Industrial Relations teams to improve customer service and advance value-add solutions.
- Simplifying and standardising the electronic HR information system and industrial landscape to leverage new technologies, improve accuracy and increase efficiency.
- Standardising employment terms and conditions.
- Implementing the Practitioner Information Exchange system with Australian Health Practitioner Regulation Agency (AHPRA) in order to have access to near real time data.

MAJOR INITIATIVES

- Completing the Workforce, Good to Great caregiver safety and Learning and Organisational Development strategic plans.
- Coordinating the transition of 2018 caregiver engagement pulse survey to an in-house solution.
- Implementing the new operating model for the Group Human Resources and Employee Relations services.
- Participating in ongoing Electronic Forms Solution project

OCCUPATIONAL HEALTH AND SAFETY

Based on the 'green shoots' progress we experienced in 2017, we continued the 'Good to Great' safety strategy and its focus on caring for our caregivers, safety rounding and decision makers participating at OHS committee meetings.

Nominated CEOs presented at each meeting their plans for improvement in safety performance and safety activities. CEOs of each division presented improved safety performance and culture.

After restructure in Western Australia of our safety caregivers, there has been an improvement in safety performance of more than 47 per cent. The lost time injury frequency rate (LTIFR) went from 10.10 to 5.30 in June 2018.

Our association with nationwide Employee Assistance Program provider Converge will help us develop a plan to roll out mental health first aid training across the organisation to meet our caregivers' needs.

The inaugural St John of God Health Care Tony Howarth Safety Awards (see Case Study on page 90) recognised three worthy recipients: St John of God Timor Leste (best safety initiative), St John of God Murdoch Hospital (safety leadership) and St John of God Geraldton Hospital (best safety OHS representative).

MONITORING PERFORMANCE

The introduction of insights reporting has led to more focused incident investigation findings, recommendations and actions.

The new Incident Reporting System (Riskman) has enabled incidents and hazards to be categorised, and work area hotspots to be identified.

An on-time reporting focus is ensuring hazards are managed appropriately and promptly.

Our safety efforts have led to fewer caregivers being adversely impacted by work-related injury – a 14 per cent reduction of work injury resulting in lost time.

Research shows that the more quickly a person returns to work, the better they recover. Our 'Good to Great' safety strategy focuses on caring for our caregivers not only when they are recovering, but also as they return back to our workforce.

MANUAL HANDLING

The continued focus on patient manual handling tasks and the roll out of the Louise O'Shea MySafe Handling program in Western Australia has placed our organisation in a positive place, and led to an organisation-wide approach for our caregivers and consistent standard operating procedures.

Manual handling equipment is being reviewed for consistency.

OCCUPATIONAL VIOLENCE AND AGGRESSION

St John of God Health Care maintains good training and robust patient admission processes to proactively manage this risk. However, public partnerships have increased this risk profile. An online module is now available for all caregivers to develop skills in early identification and de-escalation, how to get help and reporting requirements.

WORKPLACE WELLNESS

Our wellness approach continued with participation in a number of events such as R U OK? Day and Australia's Biggest Morning Tea.

The Workplace Wellness team worked with St John of God Ballarat Hospital on the Healthy Options Program. The team won the Promoting Healthy Eating category at the Victorian Health awards.

In partnership with Converge International, our Employee Assistance Program provider, we established a dedicated hotline to be available in response to the findings from the Royal Commission regarding Institutional Abuse. This service is available to any caregiver.

All hospitals in Western Australia launched a mental health check-in initiative that enables caregivers to self-assess and be provided personalised support and information.

LEARNING AND ORGANISATIONAL DEVELOPMENT

An extensive review of our learning and organisational development program was conducted in 2016 and a new operating model endorsed to meet the needs of the organisation into the future.

Stage one of the Learning and Development redesign program was completed on 30 June 2018, with key achievements as follows:

- Establishment of St John of God Health Care's education governance committee: the Learning and Organisational Development Council.
- Creation of the inaugural Learning and Organisational Development vision and strategy.
- Inaugural organisational-wide Learning Needs Assessment to prioritise learning based on risk, strategy, patient outcomes and future needs.
- A new Learning and Development operating model at group and divisional level.
- Standardisation and roll out of 13 clinical and three non-clinical programs across the organisation.
- Revised organisation-wide Learning and Development and mandatory education policies.
- Review of and amendment to the Pathways to Practice (Graduate Nurse) program used in Western Australia, taking it into a virtual classroom setting and expanding it into selected hospitals in Victoria and New South Wales.
- Creation of a professional development and coaching program for Learning and Development caregivers.
- Creation of a centralised Learning and Development resource library.

MYLEARNING SYSTEM

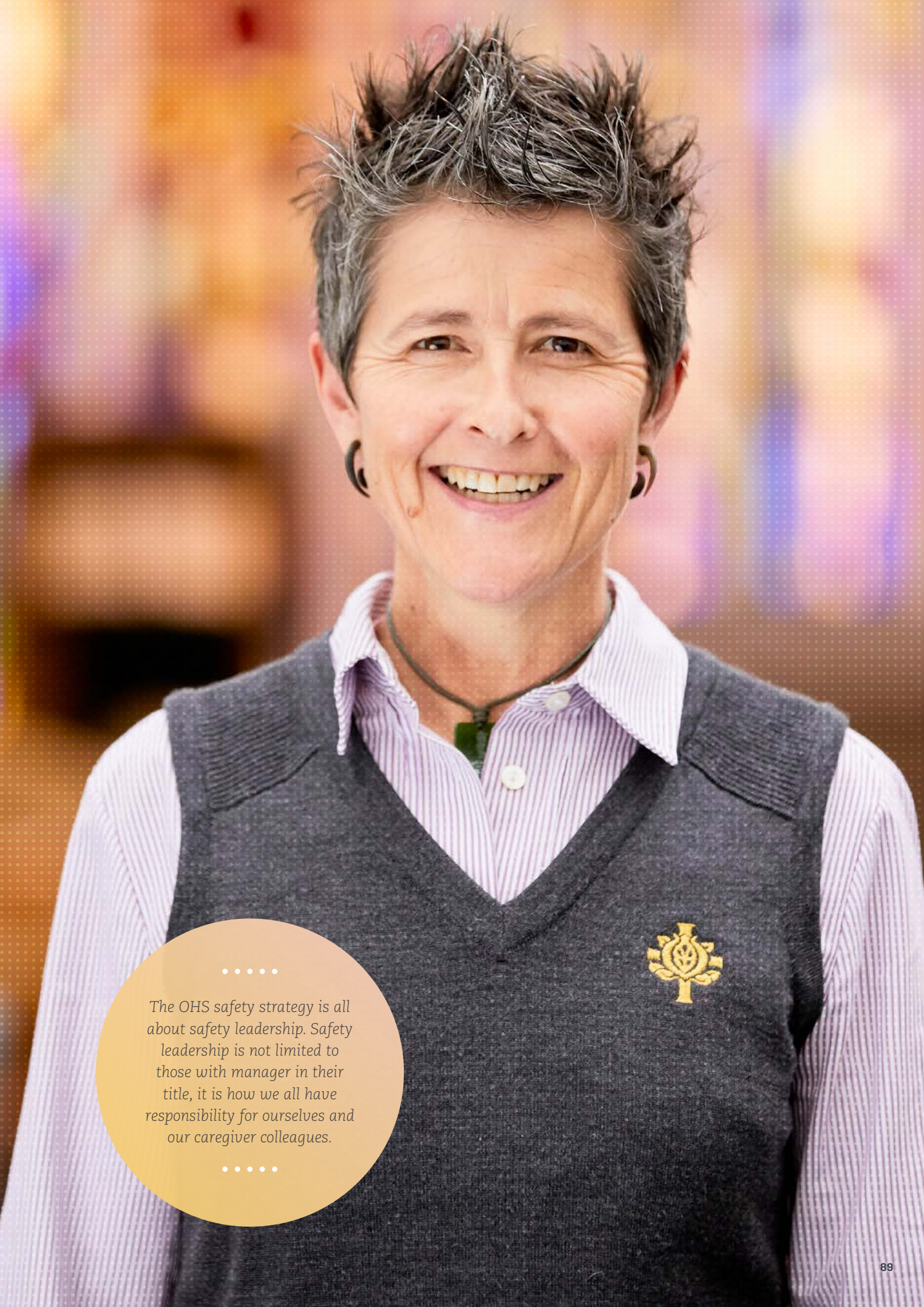
More than 15,000 users are registered in MyLearning, as are more than 900 training programs.

This year saw us roll out the Mandatory Education Matrix, a centralised and standardised library learning allocation in MyLearning. Compliance has increased to 83 per cent.

LOOKING AHEAD

Key Learning and Development initiatives for the year ahead include:

- Establishment of formal and informal learning pathways for leaders and managers.
- Investment in technology to support student placements.
- Creation of career pathways for clinical and non-clinical caregivers.
- Standardisation and roll out of 31 priority programs and initiatives as part of the Learning Needs Assessment.



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The OHS safety strategy is all about safety leadership. Safety leadership is not limited to those with manager in their title, it is how we all have responsibility for ourselves and our caregiver colleagues.

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CASE STUDY

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LOOKING AFTER OUR CAREGIVERS

In 2017-18, St John of God Health Care inaugurated the Tony Howarth Awards of Leadership in Health and Safety, named after the outgoing St John of God Health Care Chairman.

The purpose of the awards is to encourage every caregiver to play a role in promoting a safety culture.

THE WINNERS

CATEGORY 1: A SOLUTION TO AN IDENTIFIED OHS ISSUE

Winner: St John of God Murdoch Hospital engineering team for designing and building a fit-for-purpose trolley for the safe handling of oxygen cylinders.

St John of God Murdoch Hospital Maintenance Engineer, Fred Foley, said the new equipment not only reduced occupational health and safety risks but also improved efficiency.

"We had to look at a new way of doing things. The trolley we were pushing around before could weigh up to 50 kilos and this weighs 12 kilograms. It holds three cylinders and is an ergonomic way of transporting the cylinders around the hospital", he said.

.....
"Our trade team derived great satisfaction from actually getting their skills together and inventing this great solution."
.....

CATEGORY 2: MOST OUTSTANDING HEALTH AND SAFETY REPRESENTATIVE

Winner: Corina Smith, St John of God Geraldton Hospital, for a range of initiatives including designing and implementing a new and outstanding program, following the installation of a new fire panel and system, that went above and beyond her work requirements.

Corina said she enjoyed the challenge and diversity associated with being an occupational health and safety representative at a small hospital.

"I get to meet lots of different caregivers and learn and respect their workplaces as I get to know what they do", she said.

"This role has also opened my eyes to the health and safety risks and it has changed the way I do certain things not only at work but in my personal life with my family too".

CATEGORY 3: BEST EXAMPLE OF SAFETY LEADERSHIP

Winner: Emilia Soares from St John of God Social Outreach in East Timor. Although historically Occupational Health and Safety (OHS) in Timor-Leste has not had the same focus as in Australia, the OHS committee in the Social Outreach office at the Dili National Hospital have been working hard to establish a health and safety compliant environment in their workplace. They have a focus on obtaining full compliance under the OHS Act in Australia and are fully compliant in the Labour Code of Timor-Leste, especially in regards to Chapter II Section IV (Occupational, Security, Hygiene and Health).

Emilia Soares said it was vital that people who lived in Timor-Leste took responsibility for occupational health and safety to ensure it becomes ingrained in their culture.

"To involve Timorese in the occupational health and safety committee is very important because we will stay here, caregiver they come and go. The more Timorese people here focus on health and safety and identify hazard and risks it can prevent accidents", she said.

The awards are a partnership between HESTA and St John of God Health Care.

St John of God Murdoch Hospital engineering team won the award category A solution to an identified OHS issue for designing and building a fit for purpose trolley for the safe handling of oxygen cylinders.

A woman with long dark hair, wearing a light-colored top, is sitting at a wooden picnic table and smiling broadly. To her right, a young man with short brown hair and glasses, wearing a blue t-shirt, is also sitting at the table and smiling. The background is a soft-focus outdoor setting with trees. The entire image has a warm orange overlay with a white dot pattern.

COMMUNITY ADVOCACY



COMMUNITY ADVOCACY

At St John of God Health Care, we remain committed to strengthening relationships and partnerships with our communities and responding to the call of the Gospel to provide hope and dignity to all those we serve.

SOCIAL JUSTICE AND ADVOCACY

DISABILITY ACCESS AND INCLUSION PLAN

The new Disability and Access Inclusion Plan has been submitted for approval.

In February 2018, St John of God Health Care presented to the Australian Bishops Conference for Pastoral Life (disability) Commission, sharing the Disability Access and Inclusion Plan along with its approach to employing people with disability.

RECONCILIATION ACTION PLAN (RAP)

St John of God Health Care continues to implement its Innovate RAP and lay the foundation for securing a Stretch RAP in 2019. The Innovate RAP contains significant focus on the creation of a sustainable Aboriginal and Torres Strait Islander peoples employment model, a caregiver engagement strategy, and a group-wide and online cross-cultural formation module.

St John of God Health Care's partnership with CareerTrackers continued, with six interns completing a winter and summer placement.

St John of God Frankston Rehabilitation Hospital has secured partnerships with local Aboriginal organisations, resulting in the employment of two Aboriginal youth workers.

In the past year, St John of God Health Care purchased \$250,000 of goods from Indigenous businesses.

ASYLUM SEEKER AND REFUGEE ENGAGEMENT

St John of God Health Care will soon complete year two of a four-year agreement with the Refugee Settlement Program coordinated by CatholicCare Melbourne. The program equips newly arrived refugee and humanitarian entrants with social and life skills to integrate into the Australian community.

Through CatholicCare, both St John of God Frankston Rehabilitation Hospital and St John of God Pinelodge Clinic are seeking to employ two people who have refugee status into their environment teams.

COMMUNITY SERVICES AND SOCIAL JUSTICE INITIATIVES

	Total funds administered		SJGHC Contribution	
	2016/17	2017/18	2016/17	2017/18
Social Outreach (includes Accord & NZ in 2016/17)	64,446,794	69,347,900	19,766,624	18,862,225
Community Responsibility	948,752	1,087,095	877,873	1,052,961
Patient Concessions	387,227	516,585	387,227	516,585
Caregivers Facing Hardship	195,978	86,665	195,978	86,665
	65,978,751	71,038,245	21,227,702	20,518,436

COMMUNITY RESPONSIBILITY

We have a strong commitment to our community responsibility role of seeking to relieve disadvantage and hardship. We are motivated to identify and respond where there is unmet social justice need.

This includes support for community meals programs, educational support, provision of meeting places for community groups, donations to emergency funds for humanitarian assistance and financial support for agencies supporting disadvantaged people.

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 needs treatment not available elsewhere.

CAREGIVERS FACING HARDSHIP

We provide support for our caregivers during periods of personal crisis. Our Caregiver Hardship Policy allows us to offer many styles of support, including practical responses such as financial support or additional leave.

CAREGIVER PARTICIPATION

We offer community support leave for caregivers to contribute their time, skills and experience to community programs.

Our Workplace Giving Program enables caregivers to donate to charities via our payroll system. Our caregivers donated \$41,911.80 during 2017-18, with major beneficiaries being St John of God Social Outreach, St John of God Medical Research, Fundraising Program, St John of God Foundation Trust, United Way and Caritas Australia.

ENVIRONMENT

A range of programs and initiatives have been implemented to reduce our impact on the environment, such as recycling and energy saving programs.

St John of God Health Care reported our greenhouse gas emissions, energy consumption and energy production to the Commonwealth Government under the National Greenhouse and Energy Reporting Act of 2007 (NGER) for the eighth time in October 2017.

For each site we have operational control over, there are 12 activities to report against.

Key reportable emissions data 2016/17:

- Energy consumption – 5578 terajoules of energy
- Carbon emissions – 76,011 tonnes

Final emissions data for 2017/18 is not yet available.

HERITAGE

The St John of God Health Care Heritage Collection is a permanent, non-profit collection established to acquire, conserve, research, communicate and exhibit our tangible and intangible heritage. It focuses on the healthcare and Catholic heritage of the organisation.

Key achievements include documenting and cataloguing the heritage database, securing premises for storage and collection management and ongoing support to all divisions for significant milestones.

ARTS AND HEALTH

St John of God Health Care's commitment to creating healing and stimulating environments is demonstrated in many ways: from the design used in creating new facilities to providing participative arts programs for patients, families and visitors as part of the clinical service.

We were proud to implement cARTwheels Mobile Art Studio at St John of God Berwick Hospital, adding to the very successful cARTwheels programs at St John of God Geelong and Mt Lawley Hospitals. Singing for Mother and Baby Health continues in St John of God Burwood Hospital's comprehensive mother-baby unit treatment program. Music for Wellness is an integral part of rehabilitation at St John of God Midland Public and Private and Frankston Rehabilitation Hospitals. Footprints Day Centre at the St John of God Murdoch Hospice delivers arts programs to provide emotional support to patients and families.

At St John of God Burwood and Richmond Hospitals and St John of God Pinelodge Clinic, art and music therapies are used to build resilience and mindfulness as part of the overall therapy program. Arts programs are now funded through the National Disability Insurance Scheme (NDIS) and St John of God Accord continue to offer clients arts options (ceramics, visual arts, drama and music) to promote therapeutic change, create music alliances and prepare for exhibitions.

Collaborations with La Trobe, Deakin and Western Sydney Universities and the University of Melbourne have enabled art and music therapy masters students to carry out their final placements within St John of God Health Care facilities.

Gallery spaces in our facilities facilitate changing exhibitions of work from the St John of God Hospital Art and Heritage Collections, externally curated Art Awards, local artists and galleries as well as works of art created by patients, clients and caregivers.

The St John of God Art Collection acquired an additional 200 works of art through purchase, gifts, donations under the Cultural Gifts Scheme and loans, taking the Collection to more than 900 works.

A percent for art is an integral part of planning for new facilities and redevelopments and examples from this year include St John of God Berwick Hospital celebrating local artists for the new hospital, vibrant and relaxing outdoor spaces created at St John of God Subiaco Hospital, and both an installation of art chosen by children for the new children's ward and the commemorative sculpture for the 25th anniversary of community volunteering at St John of God Murdoch Hospital.

St John of God Health Care continues to collaborate with other organisations, including the WA Arts and Health Consortium and the WA Primary Health Alliance's Arts on Prescription Project in Albany and Swan, and the University of Western Australia's Lawrence Wilson Art Gallery ARTMED workshop focused on using the arts to teach medical, nursing and allied health students, observation, critical thinking and communication skills.

SPONSORSHIP

St John of God Health Care is an active participant in the communities in which our hospitals and services are located. We continue to partner with organisations that have similar aspirations and strategic goals. In 2017-18, we expended \$764,505 to support a broad range of initiatives and organisations across a range of sectors.

This included our ongoing sponsorship of the WA Youth Jazz Orchestra, WA Youth Orchestras, Musica Viva, Catholic Arts and the Black Swan State Theatre.

We also sponsor Leadership WA and the Black Swan Portraiture Prize, and continue as major sponsor of The Mandorla Art Award, Australia's most significant thematic Christian art prize.

St John of God Health Care is also a keystone partner for the Chamber of Arts and Culture WA. We believe the use of the arts in the services we offer helps fulfill our Mission to promote life to the full by promoting personal growth, fostering artistic interests and abilities, and supporting healing.

VOLUNTEERS

This year, 1,405 volunteers worked with us to ensure our patients and visitors were as comfortable as possible in our care. Volunteers generously give their time and effort to support our services and our hospital auxiliaries that raise funds to purchase new hospital equipment.



Our volunteers play a vital role in the care we provide to patients, their families and visitors.

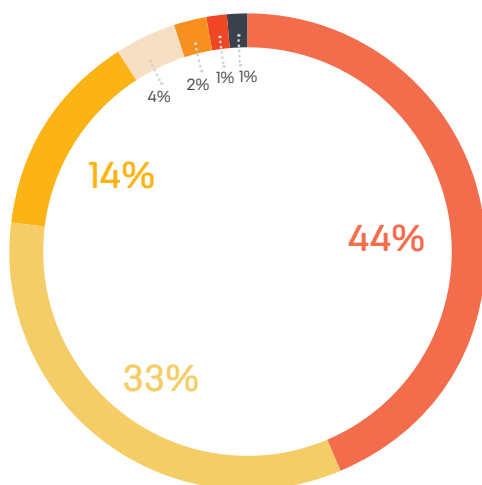
ST JOHN OF GOD FOUNDATION

St John of God Foundation is a not-for-profit registered charity that, through the generous support of the community, raises vital funds to support St John of God Health Care in delivering hope today for patients and advancements in tomorrow's healthcare for all Australians.

Every dollar donated to St John of God Foundation is allocated as our supporters request, toward expanded services at St John of God Hospitals, excellence in medical and health research, improvements to facilities and equipment, critical social outreach services, education and training, and general health initiatives.

In the last financial year, St John of God Foundation received more than \$1.86 million in donations and an additional \$1.4 million in pledges (a total of \$3.26 million).

HOW YOUR DONATIONS WERE ALLOCATED



Expanded Hospital Services \$817,362	General Donations \$75,964
Medical & Health Research \$617,996	Social Outreach \$42,426
Contemporary Equipment \$261,665	Education & Training \$25,000
	Other Services \$22,366

KEY PROGRAMS

FUNDRAISING FOR EXPANDING SERVICES AT ST JOHN OF GOD HOSPITALS

Investing in building redevelopments and facilities at existing St John of God hospitals enables us to partner with the community to vastly improve access to services, and the patient and caregiver experience.

Berwick Campaign

- More than \$650,000 in donations were received and allocated to Cardiac and Cancer Care Units at St John of God Berwick Hospital, and continue to have wide-reaching impact in bringing specialised and purpose-built services to local residents, who would otherwise have had to travel long distances to Melbourne or surrounding areas for treatment.
- The total contributed in donations by the community since 2016 toward the Berwick Campaign is \$2.12 million.

Cooling caps is a project that has received a grant from the St John of God Foundation. These are designed to help reduce or prevent hair loss during chemotherapy treatment.

South West Campaign

- Community donations of more than \$150,000 went toward cancer and cardiac investigation, accommodation and treatment services provided by St John of God Bunbury Hospital for public and private patients in the South-West, bringing specialised care 'closer to home' for regional patients.
- The total contributed in donations by the community toward the South West Campaign since 2012 is \$2.83 million.

FUNDRAISING FOR EXCELLENCE IN RESEARCH

Through the generosity of the community, St John of God Foundation contributes funds toward innovative medical research projects and trials that translate 'from bench to bedside', meaning they provide direct benefits to patient care and treatment.

St John of God Foundation received and allocated more than \$600,000 toward health and medical research, supporting 13 research projects across six key areas – neurosurgery, breast cancer, colorectal cancer, gynae-oncology, lung and respiratory, and clinical trials.

FUNDRAISING FOR EQUIPMENT

The St John of God Foundation is committed to bringing world-class equipment to St John of God hospitals, to ensure patients receive the best in medical and technological advances to aid their recovery, and received more than \$260,000 in donations toward equipment this year.

Projects receiving grants from the foundation, aligned to donors' wishes, included the Intra-Operative Radiation Therapy (IORT) Device and Cooling Caps for Cancer patients, both providing revolutionary treatment outcomes for cancer patients.



DONATIONS AND PLEDGES

Thank you to our generous donors for bringing healing and hope to patients and our wider community:

VISIONARIES Donated over \$250,000 this financial year	Bendat Family Foundation
INNOVATORS Donated \$100,000 to \$249,999 this financial year	Anonymous
	Colin & Jannene Madden
	McIntyre Family
	Siegfried & Gudrun Westerfeld
LEADERS Donated \$50,000 to \$99,999 this financial year	Berwick Mazda
	Carcione Foundation Pty Ltd
CHAMPIONS Donated \$20,000 to \$49,999 this financial year	The Massey Charitable Trust
	Alan & Kylie Brierty
	Brown Property Group
	City of Bunbury
	Anonymous (2)
	Geoff & Jan Brown
	Havelock Nominees Pty Ltd
	Iannello Family
	John & Carmel Carney
	Kevin & Dolores Beasley
	Marshall & Judith Baillieu
	Mary Jo & Rob Cochrane
	Stocker Preston
	Tom & Therese Schreurs
	Tony Fini Foundation
	Jeremy Pui
COMMUNITY SUPPORTERS Donated \$10,000 to \$19,999 this financial year	Government of Western Australia, Health Department
	St John of God Bunbury Hospital Social Club
	Michael & Irene Ajani
	Peter & Heather Tulloch
	Ron & Gerda Cornell
	Arthur & Elizabeth Makin
	B & J Catalano
	Don Moyes
	Jim Litis
	Joseph & Caroline Caruso
	Spinifex Trust
	Wheatley Family Foundation

The Foundation is grateful to each and every donor for their ongoing support and generosity.





CASE STUDY

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GIVING RESIDENTS THE CHANCE TO PARTICIPATE

In 2017-18, residents at St John of God Halswell were given the opportunity to participate, rather than simply observe, when a 20-metre waterslide was built in preparation for a hot summer's day.

St John of God Halswell follows a model of care called 'My Life', which is designed to encourage as many opportunities as possible for its residents, several of whom are recovering stroke victims.

St John of God Health Care Hauora Trust is a leading provider of disability, youth and social services in Aotearoa (New Zealand), supporting people living with a physical or neurological disability as well as vulnerable young people and their family.

Within its Health and Ability Services division is St John of God Halswell, a 60-room specialist service providing residential and respite support to people living with physical or neurological impairments.

Southern Regional Manager for Health and Ability Services, Virginia Spoors, said the waterslide was a way to encourage participation and a chance to have fun.

"It was so wonderful to give our residents the chance to swap their wheelchairs for water slides", said Virginia. "You can imagine, if you're sitting in a wheelchair, how uncomfortable that is. So we encouraged caregivers to come up with new ideas to keep people cool during the soaring summer temperatures.

"This day was about breaking up the normal daily routine, and focusing on improving quality of life for our residents."

The foundations of Catholic Social Teaching - caring for the vulnerable and the Principle of Respect for Human Dignity - are at the core of everything we do at St John of God Health Care.

The water slide represents just one of the many ways St John of God Halswell supports residents to experience life and choose to engage in activities with elements of managed risk, leading to a true sense of accomplishment.

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"Making memories and just having a great time is what it's all about," said Virginia.

"For our residents and their families, as well as for our caregivers."

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GOVERNANCE



ORGANISATIONAL STRUCTURE





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*St John of God Berwick Hospital
CEO Lisa Norman with Bishop
Patrick O'Regan Bishop of Sale
at the blessing and opening
of the new St John of God
Berwick Hospital.*

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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 (p110) 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 5 October 2017. At the meeting, the Trustees received St John of God Health Care's 2016-17 Annual Report and its financial accounts for the year ended 30 June 2016. The Chair of the Board and the Group Chief Executive Officer provided an overview of the year and discussed plans for the 2017-18 year.

BOARD

The Board (p112) 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 six Board meetings each year, Board members this year attended a Risk and Strategy Workshop in November 2017, a Board retreat in November 2017 and formation workshops in July 2017 and April 2018.

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 (p114) 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, among others, the Corporate Governance Council of the Australian Stock Exchange. The application of these principles is as follows:

LAYING SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

The roles and responsibilities of the Trustees, Board and management are set out in the St John of God Health Care Inc. constitution. In addition, the Governance Authority Matrix addresses matters reserved for the Trustees, the Board and the Group Chief Executive Officer, while a Management Authority Matrix identifies matters for which the Group Chief Executive Officer, senior executives and the 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 that 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 skills mix.

Through a formal evaluation process, the Board considers its performance as a whole as well as that of its sub-committees 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.

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 three non-executive Board members. Dr Julie Caldecott chaired the committee throughout the year.

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

A dedicated governance team has the 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, both at a divisional and organisational-wide level.

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 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 until May 2018 and now chaired by Kerry Sanderson, the Board comprises nine members. The Board is accountable to the Trustees for the ongoing stewardship and development of the organisation, including all aspects of its Mission, service delivery and financial performance.

AUDIT AND RISK COMMITTEE

Chaired by Julie Caldecott, the Audit and Risk Committee comprises three 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 is performed by internal resources with support from PwC.

FINANCE AND INVESTMENT COMMITTEE

Chaired by Peter Prendiville, the Finance and Investment Committee comprises four Board members, the Group Chief Executive Officer, an independent investment expert and the Group Director Finance. The committee reviews financial performance, administers and manages surplus funds and also considers and makes recommendations on financial and investment matters.

MISSION INTEGRATION COMMITTEE

Chaired by Jack de Groot, the Mission Integration Committee comprises three Board members, the Group Chief Executive Officer, the Group Director Mission Integration, an external mission integration expert, the Group Director Workforce and the Group Manager Formation. 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 three 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 until May 2018 and now chaired by Kerry Sanderson, 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	Governing Board		Audit & Risk Committee		Finance & Investment committee		Board Mission Integration Committee		Clinical Performance Committee		Remuneration committee	
												
Tony Howarth (Retired May 18)	6	6			10	9	5	5			2	2
Hon Kerry Sanderson (From May 18)	1	1			2	2	1	1				
Mark Bahen (Retired November 17)	3	3			5	5	3	3			2	2
Dr Julie Caldecott	6	6	6	6					2	2		
Dr Rosanna Capolingua	6	6	6	3					4	4		
Justin Carroll	6	6			11	11					2	2
Dr Michael Levitt	6	6	4	4					2	1		
Peter Prendiville	6	5			11	9						
Dr Michael Stanford	4	4			7	6	4	4	2	2	2	2
Dr Shane Kelly	1	1			1	1						
Jack de Groot	6	6					6	6				
Mr James McMahon (From September 17)	6	6	4	3			5	4				
John Pease (AGCEO)	2	2			3	3	2	2	2	2		
Adrian Arundell (From February 18)	2	2	2	2	1	1						
Hon Robert Knowles (Retired November 17)	3	3							2	2		



Eligible to attend



Attended

TRUSTEE BIOGRAPHIES



MS EVA SKIRA

BA, MBA, FAICD, FAIM, SNR, FFSIA, FGIA

Chair since January 2014

Trustee since February 2012 and Deputy Chair from 1 January 2013 to 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
- More than 20 years' experience as director on boards in business, government, education and the not-for-profit sectors
- St John of God Health Care Board Member from 1999 to 2008 and Deputy Chairperson from 2008 to 2012
- Current Director Macmahon and RCR Tomlinson Ltd



MR FRANK COOPER

AO B.Com (UWA)

Trustee since 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
- Current Director of Woodside Petroleum Limited and South 32 Limited, and Chairman of the Insurance Commission of Western Australia
- Fellow of the Institute of Chartered Accountants in Australia and a Fellow of the Australian Institute of Company Directors
- President of the State Council 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



REV DR JOSEPH PARKINSON

STL PhD

Deputy Chair since January 2014

Trustee since October 2009

- Ordained for the Archdiocese of Perth in 1981
- Postgraduate in Moral Theology from the Alphonsian Academy in Rome (STL) and The University of Notre Dame Australia in Fremantle WA (PhD)
- Current Director of LJ Goody Bioethics Centre in Perth WA
- Concurrent appointments: Adjunct Associate Professor, School of Philosophy and Theology, The University of Notre Dame Australia Fremantle Campus; Member of Department of Health WA Reproductive Technology Council; Clinical Ethics Consultancy, Perth Children's Hospital; and St John of God Health Care Human Research and Clinical Ethics Committees



MS DANIELLE CRONIN

BEcon, MPPP, MAICD, MACEL

Trustee since January 2018

- Extensive experience in Catholic education leadership including as Director, Education Policy, Catholic Schools NSW and Deputy Director of the National Catholic Education Commission
- Member of the Australian Catholic Council for Pastoral Research and former member of the Council of Australian Governments (COAG) Education Council's Schools Policy and Data Strategy sub-groups
- Current Director of Jesuit Education Australia and Good Samaritan Education
- Member of the Australian Institute of Company Directors and Australian Council of Educational Leadership
- Awarded Australian Churchill Fellowship in 2008



SR ANNE DERWIN (RSJ)

BA, Grad Dip Religious Studies, M Ed, PhD
(Honoris Causa)

Trustee since July 2015

- Early career in secondary education as a teacher and principal followed by leadership of the Sisters of St Joseph NSW Province from 1996 to 2002 and then Congregational Leader of the Sisters of St Joseph from 2008 to 2014
- Centre Director at St Joseph's Kincumber and Mary MacKillop Place North Sydney, President of Catholic Religious Australia from 2010 to 2012, Board Member of St John of God Health Care from 2004 to 2009 and Chair St Anthony's Family Care from 2004 to 2008, Chair Good Grief from 2015 to 2018



MRS MARY MCCOMISH

LLB (UWA), LLM (London)

Trustee since 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 from 2013 to 2016, an initiative of the Catholic Church in the Archdiocese of Perth on behalf of Aboriginal people



MR JOHN (JACK) MOORE

MAICD

Trustee since July 2013

- Extensive business experience in marketing, advertising and public relations, including 28 years as principal of his own business providing services to a large range of companies
- Involved in financial/property governance, Diocese of Sandhurst
- Board Member of Mercy Health and Aged Care in Victoria from 1996 to 2017
- Represented the Diocese of Sandhurst as Member of St John of God Australia Ltd from October 2010 to 30 June 2013
- Board Member of Mount Alvernia Hospital Bendigo (now St John of God Hospital Bendigo) from 1987 to 1996 and Chairman from 1990 to 1996



MR MARK MURPHY

LLB (UWA), BLJus (UWA), FLWA

Trustee since January 2014

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



MS SUSAN PASCOE AM

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

Trustee since May 2018

- Wide-ranging experience in government and not-for-profit sectors focused on consultancy regarding governance, review, strategic planning and leadership on top of early career experience in education
- Represented Australia at the highest levels including at the United Nations Educational, Scientific and Cultural Organisation (UNESCO), United National World Education Form and the Organisation for Economic Co-operation and Development (OECD)
- Former Chair and Chief Executive Officer of the Catholic Education Commission of Victoria Board and current President and Chair of the Australian Council for International Development, and Chair of the Community Director's Council Inaugural Commissioner for the Australian Charities and Not-for-profits Commission from 2012 to 2017, former Commissioner of the State Services Authority in Victoria and Commissioner for the Royal Commission into Victoria's Black Saturday Bushfires
- Awarded a Member of the Order of Australia in 2007 and winner of the National Leadership in Government award in 2016
- Adjunct Professor, University of Western Australia

BOARD BIOGRAPHIES



**CHAIR: HON KERRY
SANDERSON AC**

BSc, BEcons, Hon Dlit, FAICD

Chair since May 2018 (appointed May 2018)

- Former Governor of Western Australia
- Named Companion of the Order of Australia in June 2016 for eminent service to the people of Western Australia
- Former Chairman of Gold Corporation, former independent Chair of the State Emergency Management Committee, former Non-Executive Director of Downer EDI and Atlas Iron
- Has previously participated in a number of charitable and community activities including Board Member of Senses Australia, the Paraplegic Benefit Fund and patron of Variety WA
- Held positions as Agent General for WA, CEO of Fremantle Ports, Deputy Director General of Transport for WA and Director of the Economic and Financial Policy Division of the Western Australian State Treasury



MR ADRIAN ARUNDELL

BCom, FCA, SF Fin

Appointed February 2018

- Managing Partner of Azure Capital, a WA headquartered, national provider of corporate advisory services
- More than 20 years' experience in providing advice across mergers and acquisitions, financing and restructuring
- Experience in organisational transformation across a range of industries including health, technology, construction, investment and property development
- A Fellow of the Institute of Chartered Accountants in Australia and New Zealand and a Senior Fellow of the Financial Services Institute of Australasia
- A Council Member of John XXIII College and a Board Member of 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



**ASSOC PROF ROSANNA
CAPOLINGUA**

MB BS, FAMA, FAICD

Appointed January 2010

- Career built in general medical practice
- Involved in medical education and professional development, and medical ethics having served on medical and Government ethics committees
- Current positions: Principal of Floreat Medical, Chair of the WA Immunisation Strategy Committee, Deputy Chair of the WA North Metropolitan Health Service and Chair of its Quality and Safety Committee, Member of the Alcohol and other Drugs Advisory Board of the Mental Health commission, Chair of AMA (WA) Services Pty Ltd, Medical Director of the AMA (WA) Youth Foundation, member of the Board of AMA (WA)
- Past Positions: Federal President of the Australian Medical Association, AMA(WA) State President, Chair of Governing Council Child and Adolescent Health Services, Chair of Australian Medical Publishing Company, Member Board of Medical Defence Australia, Member Board of UWA Raine Foundation, member of the Board of Governors of The University of Notre Dame, Australia



MR JUSTIN CARROLL

Bcom, FCA

Appointed January 2015

- Partner of PwC Australia's Perth office and member of PwC Australia's Governance Board. He has more than 27 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



MR JACK DE GROOT

BA

Appointed November 2016

- CEO of St Vincent de Paul Society NSW one of the largest Social Service Agencies in NSW specialising in homelessness and disability services
- Previously, Chief Executive Officer of Caritas Australia,
- Previously the Group Leader of Mission at St Vincent's Health Australia,
- Chair Implementation Advisory Group; Board of University of Notre Dame
- Previous board memberships include Chair of Jesuit Mission, Deputy Chair of Catholic Social Service Australia, St John of God Health Care, Uniya, One World Centre, Act for Peace, Companions Volunteer Communities, Edmund Rice Centre, Australian Catholic Social Justice Council, Catholic Social Services Victoria, The Australian AIDS Fund



DR SHANE KELLY

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

Group Chief Executive Officer – appointed June 2018

- Over 30 years' experience in healthcare including more than 16 years as chief executive officer at hospitals and health care organisations in Western Australia and Queensland
- Previous roles include Mater Misericordiae Group Chief Executive Officer, WA North Metropolitan Health Service Chief Executive, and St John of God Subiaco Hospital Chief Executive Officer from 2005 to 2013
- Adjunct Professor at the University of Queensland and Australian Catholic University



DR MICHAEL LEVITT

MBBS, FRACS, GAICD

Appointed January 2016

- Member of clinical staff at St John of God Subiaco Hospital since 1990, including as member of its Medical Advisory Committee for 13 years (four years as Chairman)
- St John of God Subiaco Hospital Director of Medical Services from 2005 to 2013
- Member of clinical staff at Sir Charles Gairdner Hospital where he held various senior roles from 1990 to 2005



MR JAMES MCMAHON

DSC, DSM

Appointed July 2017

- Chief Operating Officer Australian Capital Equity
- Previous experience in the public and private sectors, including as the Commissioner for the Department of Corrective Services in Western Australia and advising organisations on strategy, operations, risk, governance and management
- 24 years' experience in the Australian Defence Force, including holding roles as Commanding Officer of the Special Air Service (SAS) Regiment and SAS Squadron Commander. He was awarded the Distinguished Service Cross and the Distinguished Service Medal
- Board member of the SAS Resources Trust Board and the Australian War Memorial Board
- Former West Coast Eagles Football Club board member
- Ambassador for The Fathering Project



MR PETER PRENDIVILLE

B Com

Appointed May 2012

- Chairman Prendiville Group, his family-owned and operated group of hotels which includes multi-award winning Sandalford Wines, Tradewinds Hotel, Pier 21 Resort, Norfolk Hotel in Fremantle, Karratha International Hotel, Mangrove Hotel, and the iconic Cottesloe Beach Hotel and Hotel Rottneest
- Chairman of Tourism WA and actively involved in promoting Western Australia as a revitalised destination
- 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



DR SHANE KELLY

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

Group Chief Executive Officer – appointed June 2018

- Over 30 years' experience in healthcare including more than 16 years as chief executive officer at hospitals and health care organisations in Western Australia and Queensland
- Previous roles include Mater Misericordiae Group Chief Executive Officer, WA North Metropolitan Health Service Chief Executive, and St John of God Subiaco Hospital Chief Executive Officer from 2005 to 2013
- Adjunct Professor at the University of Queensland and Australian Catholic University



MS CYNTHIA DOWELL

BNurs, Prof Cert Health Systems Management

Group Director Nursing Services – appointed January 2016

- More than 20 years' experience in the healthcare industry including nursing and executive leadership roles
- Previous role as Chief Nursing Officer and Executive Director of Surgery and Specialist Services at Melbourne's St Vincent's Hospital
- Fellow of the Williamson Community Leadership Program



MR JOHN FOGARTY

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

Executive Director, Western Australian Hospitals – Appointed January 2017

- Executive Director Perth Southern Hospitals; Chief Executive Officer, St John of God Murdoch Hospital – from September 2013 to January 2017

- 30 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
- Director of St John of God Foundation Ltd



MR STEVE GOLDSWORTHY

BCom, CA

Group Director Finance - appointed December 2017

- 17 years' experience in finance working in Australian and US listed multi-national companies, working in Australia and Canada
- Previously held senior finance roles at Austal Ltd, Cliffs Natural Resources and Schlumberger
- Member of the Institute of Chartered Accountants



MS JENNY LEVY

GAICD, MPM, MBA

Group Director Information Services – appointed June 2017

- 20 years' experience in information technology, including three years dedicated to health information technology
- Previous roles as the Chief Digital Innovation Officer and Chief Information Officer at Primary Health Care LTD
- More than 19 years' experience in the financial services sector including leadership roles at Perpetual Limited and Westpac Banking Corporation/BT Financial Group
- Current Optus Advisory Board Member



DR MARK LUBLINER

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

Group Director Medical Services – appointed July 2012

- Over 20 years of medical and executive health service management experience, including strategic planning, service redesign, enterprise risk management and clinical governance at The Alfred, Cabrini Health and South East London Strategic Health Authority
- Adjunct Associate Professor Monash University
- Fellow of the Williamson Community Leadership Program



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 healthcare 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



MS MARCELLE MOGG

Dip App Sc (Nursing) B Soc Sc MBA

Group Director Mission Integration – appointed November 2016

- 25 years' experience in the professional leadership and management of large-scale health and social service organisations in the Catholic not-for-profit sector.
- Formerly CEO Catholic Social Services Australia
- Previous roles include Acting Director Mission St Vincent's Health Australia, Director of Mission St Vincent's Hospital Melbourne, Editor Eureka Street magazine
- Commenced Masters in Spiritual Direction, Melbourne College of Divinity.
- Board member Sacred Heart Mission



MR JOHN PEASE

LLM (with distinction), FGA, FCIS

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 healthcare, 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 legal practice, the courts' administration and government
- Completed a Master of Laws (with distinction) in 1998 from the University of Western Australia



MR BRYAN PYNE

BBus, FCA

Executive Director Eastern Hospitals – appointed September 2017

- Over 25 years' experience in finance and leadership roles, including more than 19 years with St John of God Health Care
- Fellow of the Institute of Chartered Accountants
- Recipient of the 2010 40 under 40 Award (WA)
- Board member / Chair of the Finance Committee of Newman College



MR KEVIN TAYLOR

BSc, GAICD, Grad Cert CLC

Executive Director Community Services – appointed April 2008

- Extensive experience within healthcare and social service industries spanning more than 35 years
- Previously Group Director Corporate Services and Chief Executive Officer St John of God Pathology
- Externally recognised for his role in establishing nursing, pathology and rural health programs in Timor-Leste

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.

AUSTRALIAN HOSPITAL PATIENT EXPERIENCE QUESTION SET (AHPEQS)

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

ARTS AND HEALTH

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

AUSTRALIAN COMMISSION ON SAFETY AND QUALITY IN HEALTH CARE (ACSQHC)

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

AUSTRALIAN COUNCIL ON HEALTHCARE STANDARDS (ACHS)

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

BALANCED SCORECARD

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

BOARD

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

BROTHERS OF ST JOHN OF GOD

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

CAREGIVER

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

CENTRAL STERILE SUPPLY DEPARTMENT (CSSD)

A hospital department that sterilises medical equipment.

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.

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.

DISABILITY AND INCLUSION PLAN (DAIP)

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

DISABILITY EMPLOYMENT SERVICES (DES)

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

DISCHARGE

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

DIVISION

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

EASTERN HOSPITALS/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 healthcare facility or service that begins and finishes within a specific period.

EQUIPNATIONAL PROGRAM

A four-year accreditation program for healthcare organisations, administered in Australia by the Australian Council on Healthcare Standards, that comprises the 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.

GROUP

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

HOLISTIC CARE

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

HOSPITAL IN THE HOME (HITH)

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

INPATIENT

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

INTERN

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

LOST TIME INJURY FREQUENCY RATE (LTIFR)

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

MEMORANDUM OF UNDERSTANDING

A written agreement between two or more parties.

MISSION

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

MISSION MANAGEMENT MODEL

A framework to ensure St John of God Health Care remains faithful to its mission.

MULTICENTRE STUDIES

Research that takes place across more than one location.

NATIONAL ASSOCIATION OF TESTING AUTHORITIES, AUSTRALIA (NATA)

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

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.

NOT-FOR-PROFIT OR NON-PROFIT ORGANISATION

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

NET PROMOTER SCORE (NPS)

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

PERINATAL MENTAL HEALTH

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

PRESS GANEY

An independent company 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 private party or parties.

RECONCILIATION ACTION PLAN (RAP)

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

REGISTERED TRAINING ORGANISATION

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

REGISTRAR

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

RESIDENT MEDICAL OFFICER

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

ROOT CAUSE ANALYSIS

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

SAME DAY PATIENT

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

SEPARATION/DISCHARGE

The completion of an episode of care.

SERVICE ETHOS

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

SOCIAL JUSTICE

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

SOCIAL OUTREACH

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

SISTERS OF ST JOHN OF GOD

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

SPECIALIST TRAINING PROGRAM

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

STEWARDSHIP

Effective and sustainable use of resources.

SUSTAINABILITY

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

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 healthcare, education and health administration.

TRUSTEES

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

WA HOSPITALS/REGION

An internal expression referring to all St John of God Hospitals in Western Australia

WORKFORCE PLANNING

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



INDEX

A

Accord 8-9, 16, 30, 33, 66, 71, 83-84, 87, 94-95, 104, 123

Accreditation 9, 39, 43-45, 56, 60, 65, 116-117

AHPEQS 61, 116

Arts and health 9, 41, 95, 96, 116

Arts and health research 77

Audit and Risk Committee 107-108

Australian Council on Healthcare Standards 39, 41, 43-44, 60, 116-117

Awards 9, 36, 42, 47-48, 66, 86-88, 91, 96

B

Ballarat 8, 27, 30, 32, 34, 65, 72, 79, 84, 88, 104, 114, 122-123

Bendigo 9, 27, 30, 32, 35, 54, 60, 65-66, 71-72, 79, 84, 104, 111, 123

Berwick 8-9, 15-16, 22, 24-25, 27, 30, 33, 36, 40, 49, 71, 77, 83-84, 87, 95-98, 104-105, 123

Bequests (see donations)

Biographies 110, 112, 114

Board 7, 13-15, 17, 25, 39, 82, 106-113, 116

Board attendance 109

Bunbury 30, 37, 64, 72, 84, 97-98, 104, 118, 122

Burwood 9, 31, 38, 65, 71, 77, 79, 84, 95, 104, 123

C

Capital expenditure 22

Caregiver benefits 86

Caregivers facing hardship 94-95

Caregiver satisfaction/Caregiver Satisfaction Survey 84

Chair Report 14

Clinical information system

Clinical pastoral education 47, 116

Clinical Performance Committee 108, 109

Clinical risk/clinical risk management 15, 61, 116

Community 3, 7-8, 13-17, 23, 27, 30-43, 45, 47-52, 54-57, 62, 64-67, 71, 75, 82, 85, 92, 94-98, 104, 110-112, 114-116, 118, 122, 123

Community responsibility 94-95

Cultural alignment 116

Culture 6, 38, 43, 47, 64, 71, 82, 84, 87, 91, 96, 116

D

Developments 40

Disability Access and Inclusion Plan 9, 85, 94

Doctors 15, 17, 27, 34-50, 52, 61, 78-79, 82, 87

Donations 35, 41-42, 54, 95-98

E

Earnings before interest, tax, depreciation and amortisation (EBITDA) 22

Education and training 45, 77-78, 96, 118

Employee relations (see industrial relations) 86-87

Environment 10, 14-16, 27, 33, 46, 62, 71, 78, 82, 85-86, 91, 94-95

Equal opportunity 85

Excellence (care, awarding, research, education and training) 58

Expansions 22

F

Finance and Investment Committee 7, 108-109

Finance 7, 34-36, 39, 41, 45, 47-48, 104, 108-109

Formation 8-9, 16, 47, 79, 82, 94, 106, 108, 117

Founding story 13

Frankston Rehabilitation 9, 16, 22, 24, 30, 40, 49, 61, 71, 77, 94-95, 104, 123

G

Geelong 9, 24, 27, 30, 32, 41, 60, 66, 72, 77, 84, 95, 104, 123

Geraldton 30, 42, 64, 84, 87, 91, 104, 118, 122

Governance 9, 13, 34-35, 44, 49, 62, 88, 102-115, 118

Governing Board 109

Graduate nurse program 8, 45, 55, 78, 88

Greenfield development 9, 24

Group CEO Report 16-17

Group Management Committee 13, 106, 114-115

H

Halswell 31, 56-57, 101, 123

Hand hygiene 50

Hauora Trust 8, 25, 31, 56-57, 101, 104, 107, 123

Hawkesbury 9, 14, 31, 43, 60, 64, 72, 84, 104, 123

Head office 30, 122

Health Choices (home nursing) 30, 32, 34, 60, 84, 104, 122

Heritage 9, 13, 95, 96

Home nursing (see Health Choices) 30, 32, 34, 60, 84, 104, 122

Horizon House 30, 35, 47, 54-55, 122

Hospitals 8-9, 12-14, 16, 22-24, 26-27, 30-53, 55, 60-62, 64-67, 70-71, 74-75, 77-79, 84-85, 87-88, 95-97, 104, 114-118, 122-123

I

Industrial relations (see employee relations) 86-87

Information technology/services/systems 87, 114

International health 16, 54-55, 123

K

Karori 25, 31, 56-57, 123

Key result areas 13, 107

L

Langmore Centre 24, 36, 40, 49, 104, 123

Learning and development 48, 88

Location map of our services 30-31

Lost time injury frequency rates 39, 50, 87, 117

M

Marillac 9, 16, 33, 83

Medical education and training 78

Mental health research 38-39, 69, 75, 77

Midland Public and Private Hospitals 30, 32, 44-45, 64, 66, 70, 77, 85, 87, 118, 122

Midwife/midwives/midwifery 8-9, 41, 44, 46, 48, 62, 67, 71, 78, 104,

Mission 7-8, 12-17, 34-35, 39-41, 43, 45-47, 49, 51-52, 60, 63, 70, 82, 96, 104, 106-109, 113, 115, 117-118

Mission Management Model 8, 16, 117

Mt Lawley 9, 22, 25-27, 30, 32, 45, 48, 67, 72, 77, 84-85, 95, 104, 118, 112

Murdoch Community Hospice 30, 47, 64, 122

N

National Safety and Quality Health Service Standards 9, 60, 117

Nurses/nursing 3, 8-9, 12, 30-38, 41-47, 49, 51-52, 55, 67, 70-72, 78, 83, 96, 104, 108, 114-115, 118

Nursing and midwifery education 8, 78-79

Nursing research 71

O

Occupational health, safety and wellness 9, 87-88

Operational revenue 23

Organisational structure 104

P

Patient concessions 94-95

Parental leave 84

Pastoral services/care 33, 36, 38-40, 49, 64-65, 71, 79, 116

Pastoral services education 79

Patient safety 9, 16, 43, 49, 61-72, 108

Pathology 20, 31, 42, 44, 46, 78, 115-116

Pinelodge Clinic 30, 40, 49, 71, 94-95, 104, 123

Pomegranate 13, 30, 54, 123

Press Ganey 38, 60, 118

R

Raphael Services 8, 30-31, 54-55, 122-123

Reconciliation Action Plan 85, 94, 118

Redevelopments 9, 24, 96-97

Remuneration Committee 108-109

Research 6, 9, 33-34, 37-40, 42, 44-48, 50, 52, 65, 66-67, 69-77, 87, 95-97, 110, 117

Revenue 9, 14, 20, 22-23, 32

Richmond 31, 39, 75-76, 84, 95, 104, 123

S

Saint John of God (Patron Saint) 13

St John of God Foundation 30, 47, 95-97, 114, 122

Selwyn 31, 56

Service Ethos 7, 13, 46, 118

Sisters of St John of God 2, 13, 106, 111, 118

Sisters of St John of God Fellowship

Social justice 3, 9, 14, 23, 39, 51-52, 94-95, 113, 118

Social justice expenditure 23

Social Outreach 12-14, 16, 30-31, 54-55, 65, 67, 84, 91, 94-97, 104, 118-123

Sponsorship 96, 106

Specialist Training Program (STP) 8, 41, 78, 118

Stewardship 7, 9, 13-16, 18-27, 43-44, 106, 108, 116, 118

Strategic Priorities 10

Sustainability (operational) 44, 118

Sustainability (see environment)

Subiaco 14, 22, 25-27, 30, 32, 46, 50-51, 64, 67, 70, 72-75, 84, 96, 104, 113-114, 118, 122

T

Technology 6, 8-10, 12, 14, 16-17, 22, 26-27, 33-34, 36, 50-52, 63, 87-88, 104, 110, 112, 114, 122

Transformation 112

Trustees 6-7, 10, 13, 15, 17, 82, 106-108, 110, 116, 119

Trustee's Report 6-7

V

Values 12-14, 46, 70, 82, 85, 107

Vision 6, 10, 12-14, 16, 27, 74, 82, 88, 106-108

Volunteers/volunteering 7, 15, 17, 34, 37, 40, 47, 96, 113, 117

W

Waipuna 31, 123

Warrnambool 30, 32, 52-53, 84, 104, 123

Workforce 9, 27, 43, 57, 78-79, 83-84, 86-87, 104, 108, 115, 118

Workplace wellness 88

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