



Established in

1895

in Western Australia by the
Sisters of St John of God

Employed

14,570 caregivers

throughout Australia, New Zealand
and the wider Asia-Pacific region

One of Australia's largest

Catholic not-for-profit

healthcare organisations

Treated

363,656

overnight and same day patients

Revenue of more than

\$1.8 billion

Oversaw the administration of more than

\$76 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

110,805

episodes of care

24 facilities,

comprising 3,435 beds located in
Western Australia, Victoria, New
South Wales and New Zealand



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Overview





Foreword

In one of his Sunday Angelus addresses a couple of years ago, Pope Francis reflected on the importance of true hospitality and stressed the importance of listening, "...indeed, only one thing is needed: listen."

He spoke of hospitality as, "one of the works of mercy...revealed as a truly human and Christian virtue, a virtue which in today's world is at risk of being overlooked."

It's timely to reflect on this because at St John of God Health Care our first and most fundamental value is Hospitality. In 2018-19, the whole organisation, including the Trustees, focused on deepening our understanding of hospitality through our Formation program.

For St John of God Health Care and our caregivers, the ability to offer and provide hospitality is fundamental to improving and enriching the patient experience and providing outstanding compassionate care, key areas of focus in the St John of God Health Care Strategy 2020-22, which commenced in the new financial year.

For the Trustees, it was an important step in preparing to revisit *Our Vision*, the document that states our purpose and reason for being, and provides a blueprint for what we do and how and why we provide care.

Through a process of prayerful discernment, our understanding and articulation of our Mission, Vision and Values was refreshed in 2018-19 and our updated *Our Vision* will be launched in 2019-20. This renewed understanding will be vital as we pursue our new strategy in healthcare and community services.

As we move forward, the notion of listening is critical to ensuring that we are mindful of our patients' and clients' humanity and their needs, and critical also to supporting the communities we serve.

Changes to Trustees

We were saddened to lose Sr Anne Derwin, a Trustee since July 2015, who died in June this year. Sr Anne was a wonderful colleague and a wise and generous Trustee who contributed significantly to the spiritual stewardship of our organisation. She is greatly missed by all.

I would like to thank Celia Hammond, who joined as a Trustee briefly this year before resigning to take up her current role as Member for Curtin. In her short time with us, Celia, a well-regarded Catholic leader, brought great skills and insights to St John of God Health Care and we wish her all the best in her new and challenging life in public service.

Finally, I extend my thanks to the Board under the leadership of the Hon Kerry Sanderson AC, to Dr Shane Kelly and his senior executive team and to all caregivers. Your commitment to provide the very best care possible, to provide hope and hospitality, is the fundamental basis on which everything else we do is built.

I invite you to read this year's annual report and I hope you will find, as I do, evidence of hospitality in action and of St John of God Health Care listening – and responding – to the needs of our communities.



Eva Skira AM
Chairman of Trustees



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 throughout Australia, New Zealand and the wider Asia-Pacific region, we strive to serve the common good and provide holistic, ethical care and support for the individual.

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

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

Vision, Mission and Values

VISION

Our Vision for St John of God Health Care is that we live and proclaim the healing touch of God's love. We invite people to discover the richness and fullness of their lives, give them a reason to hope, and a greater sense of their own dignity.

MISSION

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

VALUES

Our Values that guide us are:

Hospitality

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

Compassion

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

Respect

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

Justice

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

Excellence

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

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 our 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, pathology and social outreach services.

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

St John of God Health Care today reflects the wisdom and inspiration of those Sisters and Brothers, as well as the many others who have contributed to our organisation, including the Sisters of St Joseph of the Apparition, various Mercy congregations, the Missionary Sisters of the Sacred Heart, the Sisters of the Franciscan Missionaries of the Divine Motherhood, and the secular traditions of those parts of our ministry sourced outside the Catholic sector.

STRUCTURE

St John of God Health Care is a wholly owned and controlled entity of St John of God Australia Ltd, a civil and canon law entity established in 2004 to sponsor the ministry previously sponsored by the Sisters of St John of God. The Sisters are members of St John of God Australia Ltd together with the majority of the dioceses in which we operate, as well as the Hospitaller Order of St John of God. This collaboration ensures a structure of sound and continuing governance and stewardship.

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

Chair report

While the outlook for the healthcare industry remained challenging in 2018-19, St John of God Health Care continued to focus on providing outstanding services to our patients and clients in the communities which we serve.

Hospital activity growth is subdued in the current low-growth economic environment, however we were able to meet increased demand at our new St John of God Berwick Hospital, located in one of Australia's fastest growing corridors, and also respond to additional demand at St John of God Geelong Hospital consequent upon the closure of a hospital by another operator.

Earnings before interest, tax, depreciation and amortisation (EBITDA) in 2018-19 was flat relative to the previous financial year, and a significant increase in depreciation contributed to a net margin decline.

There is no question that the private hospital sector faces considerable pressure in a low-growth economic environment with an aging demography, changing consumer expectations and the increasing role of high-cost healthcare technology, such as robotics, adding to the challenge.

Our response at St John of God Health Care will be to focus on our Mission and Values, to continue to provide high-quality, safe and compassionate healthcare and to demonstrate the benefits of private healthcare.

Clinical excellence and safety, together with patient and client experience, remains a major focus for the Board and we are pleased with the work our caregivers have undertaken to ensure continual improvement and transparency in this area and the strong ongoing focus on partnering with visiting medical officers (VMOs) to improve both safety and clinical outcomes. Caregiver occupational health and safety will also remain a focus.

The Board was pleased with the new St John of God Health Care Strategy 2020-22, which was finalised in late 2018-19. The strong focus on patient and client experience and clinical excellence and governance is in line with the Board's view of delivering our Mission and meeting the expectations of our communities.

We believe that the focus on extending and growing our services beyond the hospital walls is consistent with the needs of consumers and takes a more person-centred view of healthcare. The Board also strongly supports the need to focus on growing our provision of high-quality end-of-life and palliative care.

Operating under the umbrella of Community Services with St John of God Accord are our Social Outreach services. Social justice is also of enduring concern to the Board and we are pleased with the strong focus on growing our community services to meet the needs of vulnerable, materially poor and marginalised people and the use of technology, such as the newly opened 'smart' house through St John of God Accord, in improving the quality of life for residents with complex intellectual disabilities.

Our Social Outreach services provide care for at-risk youth, new parents in need and people with long-term mental health issues across Western Australia, New South Wales and Victoria. In 2018-19 alone, we provided more than 32,000 bed nights for 140 at-risk young people through our Horizon Houses. The positive effect these services have on vulnerable, marginalised people in the community is important to us as part of fulfilling our Mission and ministry, and we look forward to continuing to help those in need in this way.

While the coming year is likely to continue to bring challenges, it also brings opportunities around improving our services. Achieving our strategic intent to be the best performing healthcare organisation in Australia by 2025 is in itself an exciting opportunity. Our focus on Formation of our caregivers and living our values is an important part of this.

A particular thank you to Group CEO, Dr Shane Kelly, and his management team for their hard work during the year, my fellow Board members, our Trustees and all our caregivers, doctors, allied health professionals and volunteers who contribute to achieving the Mission and Vision of St John of God Health Care.



Hon Kerry Sanderson AC
Chair



Group CEO report

In 2018-19, we completed the final year of our five year plan to achieve our Strategic Priorities.

There has been significant change over the past five years and we recalibrated our priorities and projects as appropriate. Our key areas of focus remained constant however and in the past five years we have achieved against our five priority areas (see next page for highlights).

With the conclusion of the Strategic Priorities, a key focus in the second half of 2018-19 was on developing a new strategy that would help us meet the needs of our communities in a complex and changing environment. It has a three year time horizon in recognition of the increasingly rapid rate of change.

We identified our longer-term strategic intent, which is to be the best performing healthcare organisation in Australia by 2025 in terms of patient and client experience, clinical excellence and operational performance.

This informs our new St John of God Health Care Strategy 2020-22, which is based around three strategic themes: patient and client experience, clinical excellence and a contemporary services profile beyond the hospital walls. Two strategic enablers underpin those themes: strengthening our culture and optimising our processes and relationships.

The strategy places the patient and the needs of our communities at the centre of everything we do and sets the highest possible standards of clinical excellence and safety in the delivery of compassionate and person-centred care.

It provides us with our roadmap for the next three years and I believe provides the foundation and the focus for us to deliver on our Mission and provide outstanding healthcare and community service to the communities we serve.

We have identified and prioritised a range of initiatives that sit behind each of the themes and enablers, and work is already underway. Our focus in 2019-20 will be on: deepening our understanding of the patient journey and improving the patient and client experience; refreshing our patient safety improvement program and working with our visiting medical officers to improve clinical outcomes; growing our ambulatory and home services; developing

our palliative care, mental health and obstetrics strategies; and growing our disability services.

We also have a number of initiatives in place to develop leadership, Formation and caregiver engagement, and a range of technology projects planned to optimise the patient journey and increase organisational efficiency.

Occupational health and safety will continue to remain an area of focus for me and for the Board, and we will build on the strong foundation established over the last couple of years. We had very sound results in 2018-19, with significant improvements in lost time injury rates, return to work rates and incident reporting.

I am also focused on gender equity and ensuring we have an inclusive culture where women and men can reach their full potential. In 2019-20, I look forward to continuing work as a Male Champion of Change.

There were a number of changes at executive level this year as well as to the operating structure of our organisation, designed to ensure decision making is highly inclusive of those running our hospitals and other services.

We are privileged to work in a great organisation in vital industries. Thank you to the Board, Trustees and the caregivers, doctors, volunteers, donors and consumer representatives who comprise St John of God Health Care, for your hard work, dedication and commitment to our ministry. As we commence our new strategy, I look forward to the year ahead.



Dr Shane Kelly
Group CEO



Strategic Priorities highlights

REPORT CARD

With the completion of our Strategic Priorities 2015–2019, we reflect on our achievements against the identified outcomes.

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

- Introduced a new and refreshed electronic process for measuring doctor and patient satisfaction and collecting insights for improvement.
- Improved our clinical KPIs.
- Progression of discussions with health fund partners around quality measures to increase transparency and assist consumers.
- More than doubled our research outputs.
- Exceeded My Hospital benchmarks for care.

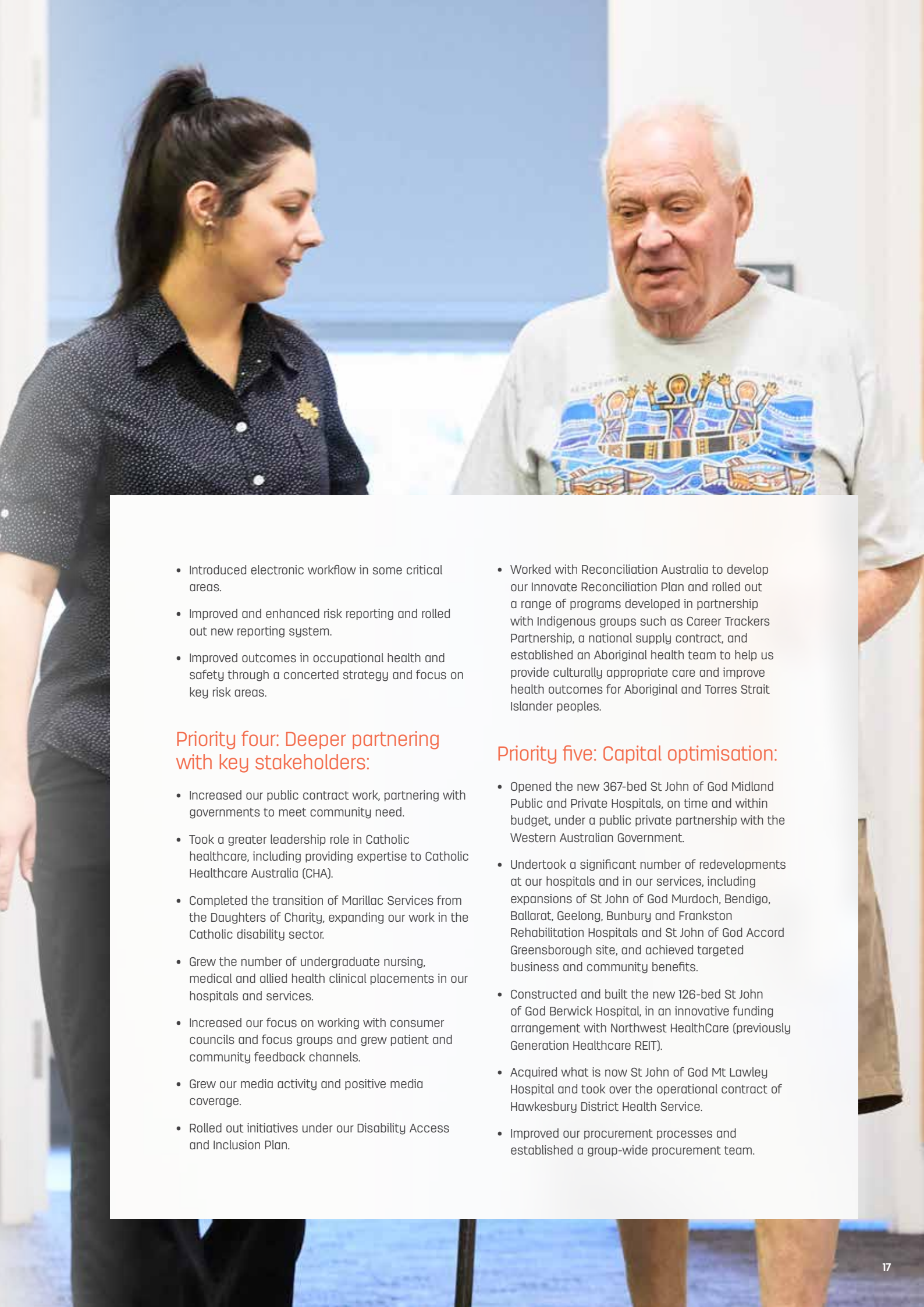
- Development of the Doctor Connect app to provide our specialists with convenient and secure access to patient information
- Introduction of the use of virtual reality tools to increase surgical precision in complex surgery
- Opening of a new industry-leading technology-enabled home for people with a complex intellectual disability, through St John of God Accord
- Purchase of robotic surgery equipment at St John of God Subiaco, Murdoch, Berwick and Bendigo Hospitals
- Launch of a new website
- Launch of Pulse, a new caregiver communication app.

Priority two: To significantly increase our investment in information, analytics and technology:

- Appointed an executive at Group Director level to lead the function, review the operating model and ensure capability in this space.
- Invested in a significant number of digital and technology projects, including:
 - Introduction of Clinical Command Centres in our hospitals to provide digital tracking of patient progress in theatres

Priority three: Increased agility in responding to changes in our environment and in implementing our plans:

- Standardised and rolled out 14 clinical programs, improving patient safety.
- Standardised a range of complex processes, such as manual handling.
- Harmonised and reduced the number of enterprise bargaining agreements.
- Conducted strategic reviews of St John of God Foundation, Social Outreach and Digital & Technology and commenced implementation of recommendations.



- Introduced electronic workflow in some critical areas.
- Improved and enhanced risk reporting and rolled out new reporting system.
- Improved outcomes in occupational health and safety through a concerted strategy and focus on key risk areas.

Priority four: Deeper partnering with key stakeholders:

- Increased our public contract work, partnering with governments to meet community need.
- Took a greater leadership role in Catholic healthcare, including providing expertise to Catholic Healthcare Australia (CHA).
- Completed the transition of Marillac Services from the Daughters of Charity, expanding our work in the Catholic disability sector.
- Grew the number of undergraduate nursing, medical and allied health clinical placements in our hospitals and services.
- Increased our focus on working with consumer councils and focus groups and grew patient and community feedback channels.
- Grew our media activity and positive media coverage.
- Rolled out initiatives under our Disability Access and Inclusion Plan.

- Worked with Reconciliation Australia to develop our Innovate Reconciliation Plan and rolled out a range of programs developed in partnership with Indigenous groups such as Career Trackers Partnership, a national supply contract, and established an Aboriginal health team to help us provide culturally appropriate care and improve health outcomes for Aboriginal and Torres Strait Islander peoples.

Priority five: Capital optimisation:

- Opened the new 367-bed St John of God Midland Public and Private Hospitals, on time and within budget, under a public private partnership with the Western Australian Government.
- Undertook a significant number of redevelopments at our hospitals and in our services, including expansions of St John of God Murdoch, Bendigo, Ballarat, Geelong, Bunbury and Frankston Rehabilitation Hospitals and St John of God Accord Greensborough site, and achieved targeted business and community benefits.
- Constructed and built the new 126-bed St John of God Berwick Hospital, in an innovative funding arrangement with Northwest HealthCare (previously Generation Healthcare REIT).
- Acquired what is now St John of God Mt Lawley Hospital and took over the operational contract of Hawkesbury District Health Service.
- Improved our procurement processes and established a group-wide procurement team.



Stewardship



Financial overview

Consolidated statement of comprehensive income

FOR THE YEAR ENDED 30 JUNE 2019	2018-19 \$M	2017-18 \$M
Revenue		
Hospital income from ordinary activities	1,721.3	1,632.0
Other income	80.7	74.4
Total revenue for the period	1,802.0	1,706.4
Expenses		
Employment costs	1,027.6	963.2
Medical consumables and supply expenses	408.7	397.9
Other expenses from ordinary activities	251.6	229.4
Total expenses for the period	1,687.9	1,590.5
EBITDA	114.1	115.9
Interest, depreciation and amortisation	94.6	82.8
Net surplus for the period	19.5	33.1

Consolidated statement of financial position

AS AT 30 JUNE 2019	2018-19 \$M	2017-18 \$M
Current Assets	277.9	247.5
Non-Current Assets		
Property, Plant & Equipment	1,081.4	1,077.7
Other	91.9	90.2
Total Assets	1,450.4	1,415.4
Current Liabilities	393.3	346.6
Non-Current Liabilities		
Borrowings	252.1	285.5
Other	44.4	37.9
Total Liabilities	689.8	670.0
Net Assets	760.6	745.4
Equity	760.6	745.4

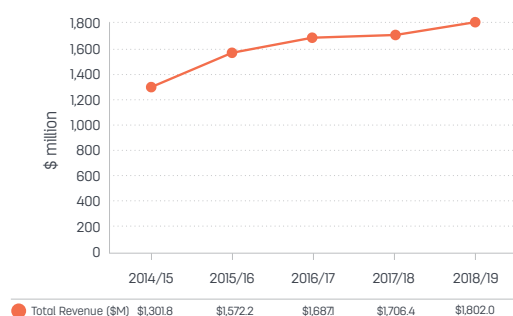
Consolidated statement of cash flows

FOR THE YEAR ENDED 30 JUNE 2019	2018-19 \$M	2017-18 \$M
Net Cash Inflows from Operating Activities	117.6	144.1
Net Cash Outflows from Investing Activities	(73.9)	(89.4)
Net Cash Outflows from Financing Activities	(40.0)	(50.5)
Net increase in Cash and Cash Equivalents	3.7	4.5
Cash and Cash Equivalents at the beginning of the year	37.8	33.6
Cash and Cash Equivalents at the end of the year	41.5	37.8



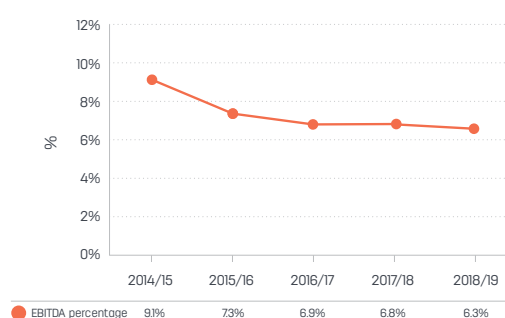
Stewardship

Total revenue



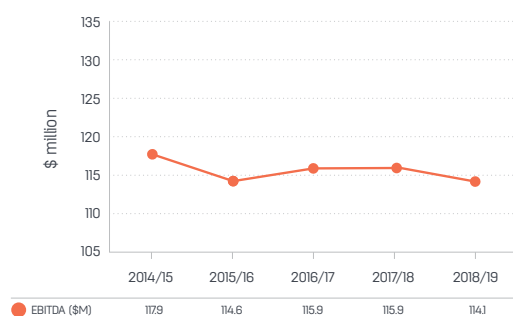
Total revenue grew by 5.6% during the year, with the private hospitals' revenue increasing by 4.9% and a 6.5% increase in revenue from public hospitals.

Earnings before interest, tax, depreciation and amortisation percentage



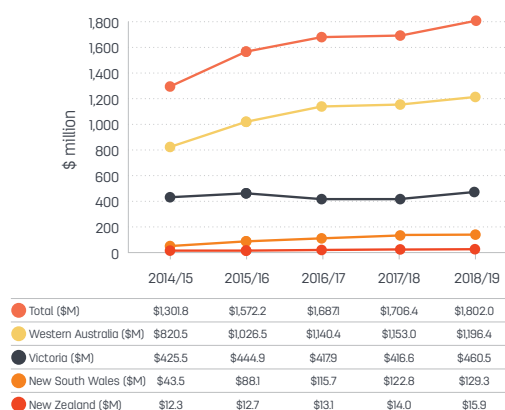
Whilst EBITDA was flat year on year, our revenue grew 5.6%. The decline of margin was largely driven by both EBA and CPI increases being higher than contracted revenue rates, as well as the increase in our public hospital revenue which attracts a lower margin.

Earnings before interest, tax, depreciation and amortisation



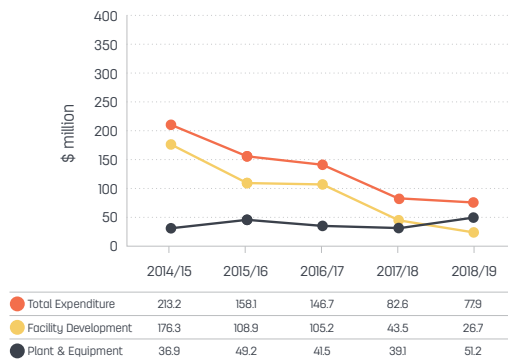
EBITDA decreased slightly year on year due to both EBA and CPI increases being higher than contracted revenue rates.

Operational revenue – geographic analysis



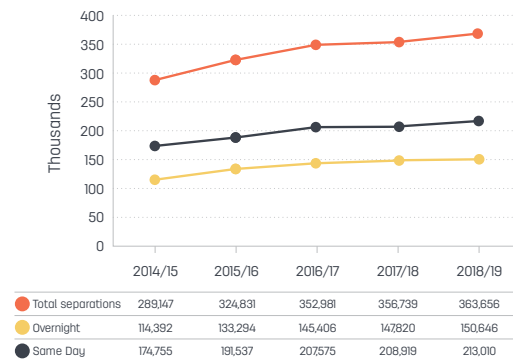
WA has grown by 3.8% to be 66.4% of revenue, NSW has risen by 5.3% to be 72% of revenue and New Zealand has grown by 13.6% to be 0.9% of revenue. This year, Victorian revenue also increased by 10.5% to be 25.6% of revenue.

Capital expenditure



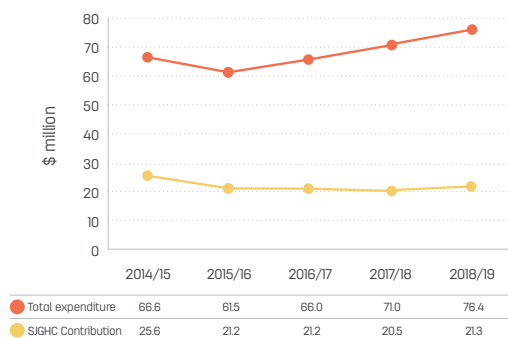
Hospitals are capital intensive, through implementing upgrades, expansions and digital technology where demand warrants it. During the year, developments and refurbishments were carried out on the Langmore Project, Ballarat Short Stay Units and St John of God Berwick, Mt Lawley and Subiaco Hospitals. Da Vinci® robots were also purchased during the year.

Separations



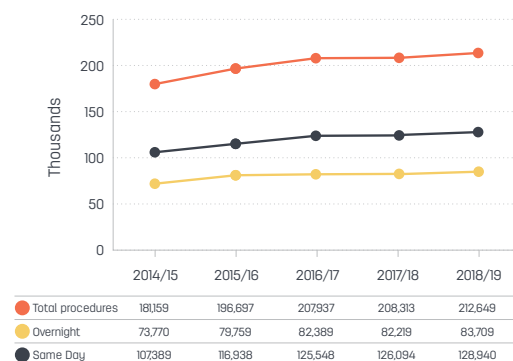
A positive growth of 1.9% was achieved in total patient separations in a challenging market, with overnight separations also up 1.9%.

Community Services and social justice expenditure



Total expenditure on the delivery of Community Services and social justice initiatives increased in 2018-19 by 7.6%, which reflects growth of 11% in our disability services and a direct funding contribution by St John of God Health Care of \$21.3 million for the year.

Procedures



Overnight patient procedures increased by 1.8%. Day patient procedure growth was 2.3%.

Services



CAPITAL
LINEN SERVICE

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
 - St John of God Wembley Day Surgery
- Social Outreach:
 - Drug and Alcohol Withdrawal Network
 - Horizon Houses
 - Community Mental Health Services
 - Raphael Services
- St John of God Foundation
- St John of God Health Choices (home nursing)
- St John of God Carine Specialist Centre

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

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

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 Blacktown

New Zealand

St John of God Hauora Trust

11. CHRISTCHURCH

- Community, Youth and Child Services
 - St John of God Waipuna
- Health and Ability Services
 - Granada Neurological Rehabilitation Centre of Excellence
 - 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 Clouston Park
 - 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 Accord

Established: 1953

Locations: 56 sites in Melbourne's northern, eastern, western and southern suburbs.

Chief Executive Officer: Ms Lisa Evans

Caregivers: 548

Services: Professional and innovative services specialising in supporting people with intellectual disability, promoting choice, personal development and life experiences.

Services

- Opened a new industry-leading technology-enabled home for people with a complex intellectual disability.
- Grew client numbers by 177 per cent with specialist services area increasing numbers by 45 per cent.
- Secured a contract agreement to continue to provide Disability Employment Services, which included a further geographical reach.
- Developed and launched Accord Disability Strategy 2019–2022, with a strategic intent to be the best performing disability organisation in Australia by 2025.

People

- Appointed Lisa Evans as CEO.
- Appointed Neal Murphy as Director of Mission Integration for Community Services.
- Appointed Scott Wilkinson as Director of Finance for Community Services.
- Appointed Damian Kelly as Director of Corporate Services.
- Due to significant growth resulting from the National Disability Insurance Scheme (NDIS) rollout and the acquisition of Marillac, an executive restructure resulted in the following appointments:
 - Silvana Gugliandolo as Director of Individualised and Specialist Services
 - Peter Newsome as Director of Customer Relations and Marketing
 - Margaret Gibson as Director of Accommodation, Respite and Employment Services.

- Executive team initiated a series of informal meetings with caregivers as part of a commitment to strengthening culture.
- Hosted two two-day Formation opportunities for 15 caregivers entitled *Living with Honour*, aimed at increasing their understanding of the core purpose of our disability services.

Community

- Held events, focus groups and forums to support NDIS preparedness across Accord for clients, families and the community.
- Director of Customer Relations and Marketing, Peter Newsome, was a panellist at Every Australian Counts campaign forum *Make it Work*.
- Developed a framework to create a safe working environment when working with vulnerable people.
- Launched *I'm Celebrating Me* events to break down barriers and celebrate International Day of People with Disability, at St John of God Geelong and Berwick Hospitals.
- Accord clients from our Sydenham Community Campus commenced a weekly volunteer program with St John of God Geelong Hospital.
- Accord resident artists from Greensborough Community Campus exhibited art work at St John of God Berwick Hospital.
- Held a Community Music Festival at Greensborough Community Campus.



Year ahead

- After the successful completion of Accord's first innovative smart home, the St John of God Health Care Board approved construction of 10 new housing developments on five parcels of land, with construction to start within the next 12 months.
- Explore the future service model for community campuses including a redevelopment of Sydenham Community Campus.
- New offerings for school leavers and programs for a younger cohort, which will include after-school, school holidays and weekends.
- Work with technology partners to enhance independence while maintaining client safety and wellbeing.

I'm Celebrating Me

St John of God Accord launched a series of events at St John of God Berwick and Geelong Hospitals to break down barriers and celebrate International Day of People with Disability.

Called I'm Celebrating Me, the intent was to encourage St John of God Accord clients to participate, interact with hospital caregivers, see the hospital for themselves and take pride in their skills and talents.



St John of God Ballarat Hospital

Established: 1915

Locations: 101 Drummond Street North, Ballarat, Victoria.

Chief Executive Officer: Mr Alex Demidov

Medical Advisory Chair: Dr Lydia Johns Putra

Caregivers: 882

Beds: 221

Theatres and procedure rooms: 5 operating theatres, 1 endoscopy room, 1 catheter laboratory

Accredited doctors: 238

Services: 24 hour emergency department, intensive and coronary care, obstetrics and gynaecology, special care nursery, rehabilitation unit with 30 dedicated beds, oncology unit and day infusion centre, elective and day surgery, outpatient services.

Services

- Completed the pilot, and was the first Victorian hospital to implement the common menu for St John of God hospitals.
- Increased awareness of appropriate care for the elderly through improved assessments, training and improved multidisciplinary collaboration.
- Introduced the companion program in the medical ward to overwhelmingly positive feedback from patients and families.
- Introduced the Stop Before You Act program to minimise caregiver harm and enhance caregiver safety.
- Introduced, through collaboration between exercise physiology and day oncology caregivers, an oncology rehabilitation program to support patients undergoing chemotherapy.
- Reviewed anaphylaxis policy and process and made significant changes to enhance patient safety.
- Appointed as lead agency of the Ballarat Innovation and Research Collaboration for Health (BIRCH), established in 2019.

People

- Maureen Waddington, Director of Mission Integration, appointed Chair for Centacare (Ballarat).
- Alex Demidov, CEO, appointed Chair for the Grampians Integrated Cancer Service (GICS).
- Alex Demidov appointed Chair for the Ballarat Innovation and Research Collaboration for Health (BIRCH).

Community

- Continued to support the Tonga Twinning Program as part of a hospital exchange program to teach emergency life support skills to rural general practitioners, medical officers and nursing professionals.
- Completed a successful winter coats campaign for the homeless.
- Increased volunteer numbers. One hundred and eighty volunteers now contribute to the culture at the hospital.
- Supported Australian Catholic University and Federation University Australia Nursing School.
- Caregivers volunteered with Uniting Care BreezeWay program.
- Continued to work with Community Consumer Committee, which contributes to the strategy and direction of St John of God Ballarat Hospital, including the way in which services are delivered and which services might need to be developed to support future growth.

Year ahead

- Open the new Emergency Department Short Stay Unit.
- Complete a feasibility study into a proposed hospital expansion including, but not limited to, additional inpatient beds, recovery unit bays, operating theatres, catheter laboratory, and a redeveloped Intensive Care Unit and Cardiac Care Unit.
- Complete the rollout of the Rostering Time and Attendance (RTA) project.

St John of God Bendigo Hospital

Established: 1965

Locations: 133-145 Lily Street, Bendigo, Victoria.

Chief Executive Officer: Mr Alex Demidov (acting)

Medical Advisory Chair: Dr Debbie Kessler

Caregivers: 655

Beds: 167

Theatres and procedure rooms: 7

Accredited doctors: 185

Doctors directly employed: 28

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

Services

- Refurbished the hospital's birthing suites to give each suite a homely feel with TVs, day bed for partners, comfortable furniture, and a spacious ensuite, including one with a bath for pain relief.
- Purchased the Zimmer Biomet robot to assist surgeons in accuracy and efficiency when planning and performing total knee replacement procedures. St John of God Bendigo Hospital was the first hospital in the world to perform surgery with the Zimmer Biomet robot.
- Introduced six-month mindfulness pilot program for patients, caregivers and visitors.
- Introduced The Little Things initiative for maternity patients, which provides toiletries, a celebration platter, coffee and cake voucher, professional photograph option, baby onesie, 24/7 pantry, photograph wall and first birthday card.
- Introduced the cARTwheels Program to support patients and families by offering creative experiences to enrich the hospital experience and assist health, healing and recovery.
- Created GP liaison role to strengthen the relationship between GPs and the hospital.
- Achieved a net promotor score (NPS) of 79.7, with 83 per cent of patients actively promoting our hospital. This real time patient feedback has provided a better understanding of patient experience and has helped to identify opportunities to improve that experience.

People

- Improved reporting and management of caregiver incidents, resulting in a current downward trend in the lost time injury frequency rate (LTIFR).
- Introduced mechanical bin trolley and lifter for the environmental services team to reduce risk of injury from repetitive manual handling.
- Recognised by the Victorian State Government's Achievement Program for creating a healthy, smoke-free workplace and providing mental health and wellbeing support to caregivers.
- Achieved continued compliance against AS/NZS 4801 OHS Management System Requirements.
- Delivered Managing Actual and Potential Aggression (MAPA) training to all caregivers identified as having an increased risk of exposure to occupational violence and aggression.

Community

- Continued support for community meals program with eight caregivers participating as volunteers.
- Funded three \$1,000 scholarships through the Weenthunga Health Network, which supports local Aboriginal secondary students interested in Healthcare careers.
- Spent \$14,000 providing community meals and associated Mission-in-action initiatives.
- Donated \$1,472 to Bendigo Special Olympics to assist athletes in travel and transportation costs.
- Raised more than \$4,000 for Relay for Life, thanks to caregiver donations.

Year ahead

- Continue to partner with Weenthunga Health Network, supporting better outcomes for Aboriginal health.

St John of God Berwick Hospital

Established: 1910

Locations: 75 Kangan Drive, Berwick.

Chief Executive Officer: Ms Lisa Norman

Medical Advisory Chair: Dr Mark Tarrant

Caregivers: 785

Beds: 202

Theatres and procedure rooms: 8 operating theatres, 1 catheter laboratory.

Accredited doctors: 660

Doctors directly employed: 3

Services: special care nursery, obstetrics, day oncology and infusion, elective surgery, endoscopy, palliative care, ICU, cardiac care, rehabilitation, cardiovascular catheter laboratory, pastoral care, day surgery, chest pain clinic, Moses Holmium Laser, expanded Mako robotic capability.

Services

- I-MED Radiology, located at St John of God Berwick Hospital, successfully obtained an MRI license, resulting in free MRIs being accessible to patients in Melbourne's south east.
- Opened a new orthopaedic and spinal unit in February 2019.
- Introduced Dream a Little Dream program to grant a wish to palliative care patients and their loved ones during end-of-life care.

People

- New appointments included Allison Merrigan as Interim Director of Maternity and Nursing Services and Linda Allen as Interim Director of Corporate and Day Services.
- Partnered with Monash University to provide clinical experience to a first-year post graduate student.
- Won Worksafe Award - OHS Achievement in Consultation and Liaison in Hospital Design.

Community

- Held community health initiatives including Men's Health Week, cardiac care, Heart Week health checks, paediatric first aid, infant sleep and settling.
- Established Victorian Certificate of Applied Learning (VCAL)/ Vocational Education and Training (VET) student program for structured workplace learning.
- Supported local women in STEM events at Casey Tech School.
- Donated filled handbags to Share the Dignity for homeless women.
- Donated hampers and toys to Windermere Christmas drive.
- Partnered with Delta Dogs to provide monthly support in hospital.
- Partnered with Relay for Life.
- Partnered with Casey Cardinia Business Awards.

Year ahead

- Establish rehabilitation outpatient program.
- Establish clinical services plan for the next stage of redevelopment.
- Launch Centre for Metabolic Health and Weight Loss.
- Launch lung function clinic.
- Work toward national accreditation.
- Launch JOY, a new, lower cost maternity model for private patients.
- Start robotic surgery program with acquisition of da Vinci® Xi™ surgical system.

St John of God Bunbury Hospital

Established: 1927

Location: Robertson Drive and Bussell Hwy, Bunbury

Chief Executive Officer: Mr Jeffrey Williams

Medical Advisory Chair: Dr Peter Bairstow

Caregivers: 609

Beds: 145

Theatres and procedure rooms: 5 theatres and 1 cardiac interventional laboratory.

Accredited doctors: 424

Doctors directly employed: 4

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

Services

- Completed major refurbishment of general wards.
- Combined Facilities Agreement re-signed for 10 years.
- Renewed suicide prevention role until December 2020.
- Became the first regional hospital in WA to offer Micro Pacemaker implants.
- Engaged more closely with WA Country Health Service (WACHS) regarding future service delivery for the region. This included providing input into the proposed Bunbury Hospital redevelopment.
- Dr Senarath Werapitiya completed his 500th laparoscopic omega loop mini gastric bypass.
- Renewed annual Coronary Care and Interventional Cardiology, Palliative Care and Chemotherapy Clinical Services agreements with WACHS.
- Undertook 11,434 procedures and delivered 435 babies.

People

- Appointed Jeffrey Williams as CEO.
- Appointed Dr George Eskander as Acting Director Medical Services.
- Appointed Rebecca Ward as Director Mission Integration.
- Created private patient liaison nurse role in emergency department to help streamline and facilitate emergency admissions from the public hospital.
- Recruited an additional palliative care consultant.
- Continued integration of contemporary clinical governance.
- Vincent Nicolas, Renal Clinical Nurse, was a top 10 finalist at the 2018 Renal Society Australasia Annual Conference in Adelaide for his presentation on the introduction of the Therapy Data Management System (TDMS) in renal dialysis and improved patient management and outcomes.

Community

- Supported theatre nurses and doctors providing outreach services in the North-West of the State and overseas.
- Awarded renewed contract to run the Community Visitors Scheme, working with aged care facilities in Bunbury to increase client numbers and support socially isolated residents.
- Added a valuable complimentary hairdressing service to longer-stay patients in Slaney and Granada wards.
- Recruited five volunteers for dementia companion program.
- Established a Consumer Advisory Group.

Year ahead

- Appoint permanent Director Medical Services.
- Review our medical staffing model.
- Re-tender for the South-West public haemodialysis contract.

St John of God Burwood Hospital



Established: 1958

Location: 13 Grantham Street, Burwood NSW.

Chief Executive Officer: Mr Colman O'Driscoll

Medical Advisory Chair: Professor Marie-Paule Austin

Caregivers: 229

Beds: 95

Theatre and procedures rooms: electroconvulsive therapy (ECT) and transcranial magnetic stimulation (TMS) suites.

Accredited doctors: 53

Doctors directly employed: 7

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, post traumatic stress disorder and trauma, community care nurse, ECT and TMS services.

Services

- Introduced perinatal infant mental health clinical support network.
- Introduced joint perinatal clinical meetings across the Blacktown Raphael Service and Burwood Mother Baby Unit (MBU).
- Commenced the online admission referral system.
- Introduced outpatient day-only TMS service.
- Developed close ties with primary health networks.
- Reviewed the mental health strategy and model of care, aligning as one service across the two sites of St John of God Burwood and Richmond Hospitals.
- Introduced family support sessions to provide psychoeducation to families and carers.

People

- Appointed Colman O'Driscoll as CEO of St John of God Richmond and Burwood Hospitals.
- Extended the roles of Director Allied Health and Programs, Jae Lee and Mission Integration Director, Deborah Morris across St John of God Richmond and Burwood Hospitals.
- Appointed Joe Livolsi as NSW Mental Health Services Facilities Manager.

Community

- Raised funds at Fiver for a Farmer fundraising event for drought relief through a morning tea for caregivers.
- Granted community leave to caregiver Filomena Cavallaro who hosted a Cancer Council Biggest Morning Tea fundraiser, which raised \$6,310.
- Group Social Outreach provided Clinical Nurse Consultant Carmen Xidis with funding to establish a perinatal infant mental health clinical support network.

Year ahead

- Prepare for accreditation for St John of God Burwood and Richmond Hospitals.
- Establish a new position of Director for Strategy and Engagement for St John of God Burwood and Richmond hospitals.
- Carole Rodden to commence role of Clinical Lead and Patient Experience Manager.

St John of God Frankston Rehabilitation Hospital

Established: 2004

Location: 255-265 Cranbourne Road, Frankston

Chief Executive Officer: Mr Luke Edwards (acting)

Medical Advisory Chair: Dr Geoffrey Abbott

Caregivers: 220

Beds: 60

Theatres and procedure rooms: 8 operating theatres, 1 catheter laboratory.

Accredited doctors: 38

Services: specialist neurological, cardiac, orthopaedic and movement disorder (including Parkinson's disease) rehabilitation programs, as well as general programs for patients recovering from surgery, accidents or injury.

Services

- Became the first hospital in Australia to offer the Lee Silverman Voice Treatment (LSVT) Big for Life and Big for Loud program for Parkinson's patients.

People

- Continued to embed the South East sub-acute leadership and governance structure to facilitate growth and development of the mental health and rehabilitation streams.
- Appointed Luke Edwards as Acting CEO.
- Appointed Mehran Mackie as GP Liaison, to enhance relationships and referrals from the community.

Community

- Became an active member of the Frankston Aboriginal Action Group.
- Established collaboration agreements with three significant programs supporting Indigenous culture on the Mornington Peninsula.
- Joined forces with caregivers from St John of God Pinelodge Clinic to support drought-affected communities in New South Wales.

Year ahead

- Continue representation on the Consultative Committee Private Rehabilitation (CCPR) during the review of the current guidelines that impact private rehabilitation.
- Further expand Parkinson's disease programs, international collaboration with LSVT Global® and local partnering in research with Monash University.
- Expand active health and wellbeing services to provide community access to clinical experts in areas such as women's and men's health.
- Relocate and expand outpatient services from Kangan Drive to Stephenson's House, Gibb Street Berwick.
- Invest in Tyromotion robotics to enhance our current upper limb therapies.

Big and Loud at Frankston

St John of God Frankston Rehabilitation Hospital has a specific focus on providing treatment and care for patients with Parkinson's disease. In 2018, the hospital became the first in Australia to offer the Lee Silverman Voice Treatment (LSVT) Big for Life and Big for Loud programs, which help people with Parkinson's address problems with movement and speech.

The programs focus on exaggerated activity to compensate for Parkinson's disease sufferers' movement and speech symptoms, which include voice and movement growing softer and smaller.



St John of God Geelong Hospital

Established: 1905

Location: 80 Myers Street, Geelong

Chief Executive Officer: Mr Stephen Roberts

Medical Advisory Chair: Dr Peter Callan

Caregivers: 1,159

Beds: 284

Theatres and procedure rooms: 13 theatres, 2 cardiac interventional laboratories

Accredited doctors: 461

Doctors directly employed: 63

Services: emergency department, critical care unit, cardiology, oncology, medical, surgical obstetrics, rehabilitation.

Services

- Commissioned a sleep studies lab to provide diagnostic services to patients with sleep disorders.
- Expanded the robotic surgery program to colorectal and gynaecological specialties.
- Implemented net promoter score (NPS) feedback system providing immediate patient feedback post discharge, achieving an exceptional 12-month rolling average of 79.3.
- Finalised redevelopment of the central sterile services department (CSSD).
- Introduced clinical documentation program.
- Introduced new maternity model of care bundle to offer a new low-cost maternity option for patients.
- Delivered 13 accredited general practitioner (GP) education sessions coordinated from the GP Liaison Unit, with a total of 300 GPs attending.
- Introduced electronic discharge notifications.
- Introduced scalp cooler for chemotherapy patients.

People

- Appointed Dr Michael Desmond as Director of Medical Services.
- Expanded post graduate critical care program from three to six students.
- Expanded and delivered manual handling training to 100 non-clinical caregivers to support focus on lost time injury (LTI) reduction.
- Awarded Caregiver of the Year to Amy Munro.

- Awarded Consumer Advisory Group Caregiver Excellence Award to Karly Spittle.
- Delivered Managing Actual and Potential Aggression (MAPA) training to 90 caregivers to support the introduction of a code grey policy.
- Targeted focus on early intervention injury management program to reduce LTIs, resulting in a 25 per cent LTI reduction.
- Implemented a university student placement program in allied health for Aboriginal students

Community

- Expanded the cARTwheels Program to 487 participants and established a community-based Painting with Parkinson's Program.
- Partnered with Rotary Club of Geelong to promote bowel cancer awareness.
- Continued support for the Anglican Church community meals program.
- Purchased a new car for the oncology patient transport service with funds donated by the hospital auxiliary and the Geelong Lions Club.
- Sponsored Geelong's Reconciliation Week event.
- Continued partnership with the Geelong Football Club to support the Just Think program, educating young people in the community about responsible drinking.
- Provided more than 2,000 meals and food supplies to community-funded Anam Cara Community Hospice.
- Raised \$3,000 for Horizon House program at a community barbeque coordinated by our Intensive Care Unit.
- Joined Weenthunga Health Network to help train young Aboriginal women in healthcare.

Year ahead

- Commence the redevelopment of the central sterile services department (CSSD).
- Host Cardiac Symposium GP event showcasing cardiac and cardio thoracic services.
- Strengthen health and wellbeing activities for caregiver participation.
- Prepare for Australian Council of Healthcare Standards accreditation
- Expand the patient companion hospitality roles across the hospital.

St John of God Geraldton Hospital

Established: 1935

Locations: 12 Hermitage Street, Geraldton

Chief Executive Officer: Mr Scott Daczko

Medical Advisory Chair: Dr Aman Singh

Caregivers: 165

Beds: 60

Theatres and procedure rooms: 2 operating theatres and 1 minor procedure room

Accredited doctors: 132

Doctors directly employed: 3

Services: level 2 special care nursery, general surgical/medical unit inpatient palliative care and day chemotherapy, ophthalmic, orthopaedics, ear, nose and throat, oral and maxillofacial surgery, dental, urology, gynaecology, podiatric surgery, and endoscopies.

Services

- Implemented Smileyscope virtual reality goggles to help relieve pain and distress for children during procedures.
- Purchased new scopes for urology and ear, nose and throat services.
- Purchased iSIM to deliver training in neonatal, basic and advanced life support.

People

- Appointed Scott Daczko as CEO and Director of Nursing

Community

- Implemented an annual, three year scholarship offered to an Indigenous student studying Bachelor of Nursing through Geraldton Universities Centre.
- Funded the annual scholarship for a Diploma of Nursing student at Central Regional TAFE.
- Collaborated closely with Centacare for Snuggles Program, supporting mothers pre and post pregnancy up until their babies are eight month's old.

Year ahead

- Commence the redevelopment of the central WA Country Health Service for existing service provision with future consideration of urology, ear, nose and throat, and other specialties.
- Strengthen partnerships with Bundiyarra Aboriginal Corporation.
- Improve Occupational Therapy utilisation by mapping patient journey through day surgery and recovery.
- Expand oncology services through the purchase of more chairs for patients to use while having their treatment.



St John of God Hauora Trust

Established: 2008

Locations: New Zealand

Chief Executive Officer: Mr Steve Berry

Caregivers: 318

Services: residential rehabilitation and therapy services for people living with physical and neurological disabilities through our Health and Ability Services Division (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 Centre for Neurological Rehabilitation). Our Community, Youth and Child Services Division supports vulnerable young people, young parents, young offenders and youth at risk with a range of wrap-around social services focused on achieving personal growth and development. This division delivers social work support, individual and group mental health and wellbeing counselling services, pregnancy and parenting education as well as Adventure Therapy and an early childhood centre, Little Owls Preschool.

Community, Youth and Child Services

- Provided 486 young people with mental health counselling for a range of needs including alcohol and drug problems, eating disorders, depression and anxiety.
- Provided 239 young people with individualised social work support.
- Supported 85 young women at risk through the Mana Wahine (Powerful Women) Adventure Therapy program.
- Delivered 18 pregnancy and parenting education support groups to 227 young parents.

- Supported 88 tamariki (children) and their whānau (family) at Little Owls Preschool.
- Provided the collaborative Adventure Therapy and Health and Wellbeing program to 116 youth at risk across eight schools.
- Expanded the community development team through three additional contracts with the Department of Corrections. The newly established Reintegration Team is responsible for high-risk and medium-risk burglary prevention programs, and the Mauri Tu Mauri Ora program for high-risk youth.
- Reintegration team supported more than 87 young people in prison-based and community-based programs.
- Supported 81 young parents and their children in the HOPE (Housing Opportunities for Parental Enhancement) social housing project by providing accommodation and wrap-around support services.
- Awarded a three year contract with Canterbury District Health Board for Mana Ake, a mental health in schools initiative with six Kaimahi (project workers) and Kaiārahi (leaders).
- Renewed contract and contestable funding 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.

Health and Ability Services

- Provided 133 rooms across Wellington (48) and Canterbury (85) districts offering specialist residential care and clinical support for people with physical and neurological disabilities who are under the age of 65 years.
- Continued 100% occupancy for the southern region with growing demand for transitional rehabilitation care at the Granada Centre and St John of God Halswell.
- Health and Ability Services (Southern) was awarded the maximum four year accreditation following the 2019 Ministry of Health audit. Health and Ability Services (Southern) completed its audit with no corrective actions and was awarded two continuous improvements in recognition of achievement beyond the requirements of audit standards.
- Commenced a \$2.5 million seismic strengthening, refurbishment and reconfiguration project at St John of God Karori to make the building earthquake safe, add two rooms for permanent residents and two respite rooms, and improve the living configuration and environment.
- Delivered residential transitional rehabilitation care to 31 clients with brain or spinal injuries at The Granada Centre. Of these, 12 clients have transitioned to living in the community while a further 15 clients are on course for transition once they have completed residential rehabilitation.
- Delivered supported independent living program for six clients, facilitating their transition to independent living.



- Admitted nine residents with spinal injuries for complex pressure injury care in partnership with Burwood Spinal Unit, achieving successful outcomes for all nine.
- Provided student placements for 47 healthcare students from five disciplines (physiotherapy, occupational therapy, nursing, speech and language therapy and music therapy) in partnership with four academic institutions.
- Activities caregivers hosted 402 in-house activity sessions and 371 outings, enabling individuals to access the community.
- Opened St John of God Clouston Park, our new 11-room community home in Upper Hutt.

People

- Increased the number of workplace assessors in Health and Ability Services from one to five, supporting two caregivers to complete the Unit Standard 4098 workplace assessment.
- Provided extended training for a group of support workers and rehabilitation and therapy caregivers to become moving and handling champions.
- Supported nurse unit managers and community home managers to complete the Canterbury District Health Board Leadership Essentials program. There is now a process to access up to three professional supervision sessions per year.
- Expanded scope of AMS payroll system to capture ethnicity, Practicing Certificate renewals, visa status and qualifications. Improved demographic data will help address individual and organisational learning and development needs.

- Secured access to HealthLearn, providing caregivers with more than 350 face-to-face and online courses across the spectrum of professional and clinical specialities.
- Secured access to the online, evidence based resource Lippincott Procedures for nurses in Health and Ability Services.
- Supported a child family and community services counsellor to secure health workforce development funding to complete postgraduate study.
- Twelve Health and Ability Services caregivers successfully completed New Zealand Certificates in Health and Wellbeing, with a further 26 enrolled in the course.
- Supported nine Health and Ability Services caregivers to complete graduate certificates in nursing.
- Awarded the annual Spirit of St John of God Award for Excellence to three caregivers.

Community

- Community, Youth and Child Services involved in sector partnerships and collaborations such as the Right Service, Right Time initiative, Canterbury Children's Teams, and parenting education in partnership with Plunket New Zealand.
- Expanded partnership between St John of God Halswell and MenzShed Halswell.
- Continued Community Action Youth and Drugs (CAYAD) for the Canterbury Region. CAYAD supports communities in reducing the frequency and impact of alcohol and drug use.

- Hosted full-day service familiarisation for Paul Martin SM, the newly appointed Bishop of the Diocese of Christchurch.

Year ahead

- Implement Hauora Trust Strategic Plan 2019-22 and its related service action plans.
- Complete seismic strengthening, refurbishment and reconfiguration program at the St John of God Karori facility.
- Focus on service development for rehabilitation and reintegration program delivery at St John of God Waipuna after a period of rapid expansion.
- Expand electronic medication management system nationally to include Health and Ability Services (Southern).
- Continue implementation of residential care pathway program at Health and Ability Services.
- Build St John of God Clouston Park up to full capacity and make it a provider of choice in the Hutt Valley.
- Construct 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.
- Continue the New Zealand Spirit of St John of God Award.

Hawkesbury District Health Service

Established: 1996

Locations: 2 Day Street, Windsor

Chief Executive Officer: Mr Strehon Billingham

Medical Advisory Chair: Dr Thomas Aczel

Caregivers: 631

Beds: 131

Theatres and procedure rooms: 3 operating theatres and 1 procedure room

Accredited doctors: 85

Doctors directly employed: 2

Services: day surgery unit, private and public surgical ward, paediatrics, maternity, special care nursery, intensive care unit, critical care unit, emergency department and after-hours GP services, community health

Services

- Installed Vision for Life cameras in special care nursery and emergency department.
- Introduced new Sapphire pumps for epidurals.
- Installed Lanson tube into emergency department with the support of Australian Clinical Labs.
- Implemented a front-of-house emergency department project and clinical initiatives nurse room to improve flow through emergency department ambulatory care and waiting room.
- Introduced new Safeset arterial transducers.
- Implemented medication standing orders in emergency department.

People

- Increased overall caregiver engagement by five per cent from previous year, with some units improving by 18 per cent.
- Appointed Alison King as caregiver representative to the Community Board of Advice.
- Appointed David Simmonds as Director Nursing, Midwifery and Community Health.
- Recruited Clinical Nurse Educator Coordinator and Central Sterile Services Department Manager.

- Introduced caregiver health and wellness initiatives including Fitness Passport, Nicotine Replacement Therapy Program, Mental Health Toolbox talks and Healthy Options eating program.

Community

- Caregivers raised money for charities, including:
 - Buy a Bale for Farmers \$3,800
 - Pink FINNs breast cancer \$4,000
 - Cancer Council, Helping Hands, Dental and Medical Mission to Philippines \$3,000.
- Offered Aboriginal Nursing Scholarship of \$10,000, in collaboration with other New South Wales hospitals.
- Led the arrangement of community NAIDOC and Sorry Day commemorations.
- Advised St Vincent de Paul on setting up local hub.
- Collaborated with the District Photography Club on hospital exhibitions.
- Participated in district homeless strategy.

Year ahead

- Continue to build on the improved net promoter score (NPS) and enhance the patient experience.
- Explore avenues to grow private patient services.
- Develop caregiver capabilities to meet the growing demands and changes over the coming year.
- Monitor Community Services and identify gaps in service delivery and recommend programs to address these gaps.

St John of God Health Choices



Established: 2009

Locations: Murdoch, Subiaco, Mt Lawley, Midland, Mandurah, Ballarat, Bendigo, Geelong, Warrnambool, Berwick and Melbourne (St Kilda Road)

Chief Executive Officer: Ms Robyn Sutherland

Caregivers: 122

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

- Decision made to reform as a stand-alone division, Ambulatory and Home Services, to commence 1 July 2019.
- Completed 110,805 visits.
- Received 10,384 referrals.
- Referrals in Western Australia increased by 5.6 per cent.
- Western Australian visit activity increased by 3 per cent.
- Maternity services in Western Australia grew by 10.3 per cent.
- Established a new satellite service from St John of God Mt Lawley Hospital.

People

- Appointed Robyn Sutherland as CEO.
- Appointed Leanne Merchant as Director Home Services.
- Appointed Tom McConnell as General Manager.

Community

- Increased the intake of students from various universities.

Year ahead

- Begin to implement the Ambulatory and Home Services strategy.
- Strengthen integration of services with our hospitals as 'partners in care'.
- Rename services and launch in the second half of 2019.
- Identify growth opportunities through services in new locations, new services development and partnerships for growth.
- Establish a new Service Delivery Centre in Bunbury.
- Focus on improving operating efficiencies.



St John of God Midland Public and Private Hospitals

Established: 2015

Location: 1 Clayton St, Midland

Chief Executive Officer: Mr Michael Hogan

Medical Advisory Committee Chair: Amanda Boudville

Caregivers: 2236

Beds: 367

Theatres and procedure rooms: 9 theatres and 3 procedure rooms

Accredited doctors: 262

Doctors directly employed: 170

Services:

Public: allied health, emergency care, general medicine, general surgery, geriatric and aged care, maternity, medical specialties, mental health, neonatology, outpatient clinics, pathology, paediatrics, pharmacy, radiology, stroke and adult/aged rehabilitation.

Private: aged care medicine, bariatric surgery, cardiology, diabetology, ear, nose and throat, endocrinology, gastroenterology, general medicine, general surgery, gynaecology, haematology, infectious disease, neurology, oncology, ophthalmology, oral maxillofacial surgery, orthopaedic surgery, paediatric gastroenterology and hepatology, paediatric surgery, pain management, plastic surgery, radiology, renal medicine, respiratory medicine, sleep medicine, stroke medicine, urology, vascular surgery.

Services

- Experienced higher demand than expected across public and private services, including 41,308 admissions, 92,068 outpatient visits, 76,585 emergency department presentations, 15,479 procedures and 1,888 births.
- Commenced using an orthopaedic robot in July for full and partial knee replacement surgery for public and private patients.
- Collaborated with St John of God Mt Lawley Hospital to assist with the care of rehabilitation patients during the 2018 high demand winter period.
- Established Western Australia's first multidisciplinary complex foot service at a general hospital and St John of God Health Care hospital. The service provides people with foot ulcers, most often relating to diabetes, access to multidisciplinary review and management to ensure optimal treatment outcomes.

- Trialled a Hospital Avoidance Response Team service, which comprises nursing and allied health caregivers supporting patients in the Emergency Department and wards who are at risk of re-admission.
- Accommodated, on a long-term basis in medical wards, some patients with complex needs and no accommodation when discharged - due to limited availability of transition care, residential aged care and respite care places in the community.
- Undertook reviews to enhance processes, systems and financial sustainability.
- Re-arranged the emergency department to enhance patient flow and experience.

People

- Appointed Michael Hogan as CEO of St John of God Midland Public and Private Hospitals, in May 2019 (formerly CEO of St John of God Midland Public Hospital).
- Appointed Dr Neil Kling as Medical Co-Director Perioperative, Perinatology and Emergency.
- Appointed Carmen Signal as Acting Co-Director Surgical Maternity and Paediatrics.
- Held the inaugural Health Symposium in October 2018 for hospital caregivers, medical consultants, local GPs and key stakeholders. The two-day event showcased the achievements, endeavours, initiatives and excellent care provided at St John of God Midland Public and Private Hospitals. It included the submission of 40 high quality research posters. Award winners at the event were:
 - Clinical Teaching Appreciation Award: Dr Simone Bartlett, Consultant Emergency Medicine.
 - Outstanding Nurse of the Year: Simone Uetake, Clinical Nurse Stroke Unit.
 - Patient Journey Award: Kylie Cooper, Senior Social Worker.
 - Allied Health Impact Award: Joanna Scheepers, Specialist Podiatrist.
 - 2018 Valedictorian and Consultant Emeritus: Dr Glen Brand, Physician Consultant in General Medicine and Gastroenterology.



- Gained accreditation from the Post Medical Graduate Council of Australia to become a primary health employer of interns from 2020, becoming the first hospital within the group to directly employ interns and first non-tertiary hospital in Western Australia to be appointed a Primary Employing Health Service.
- Established a formal agreement between the University of Western Australia and St John of God Health Care for medical students to gain clinical experience at the hospital.
- Established an agreement with Western Australian General Practice Education and Training to enable junior general practitioners to commence training at St John of God Midland Public and Private Hospitals.
- Dr Sayanta Jana was appointed an Adjunct Professor at Curtin University and re-appointed to the Australian Medical Council for two years as the senior executive representing all Australian public hospitals.
- Reached 1,000 participants in the St John of God Midland Hospital PARTY program in May. Coordinated by the Emergency Department, the injury prevention program is designed to help secondary students recognise potential injury-causing situations and make effective decisions to avoid them.
- The Patient Food Services team commenced an initiative to provide meals every Monday to the G Justice food trailer, which delivers meals to the community. As well as supporting the community, this initiative also helps reduce hospital food wastage, by re-purposing meals not required for patients.
- Undertook a winter appeal to provide clothing and other items to local homeless people through a number of local charities as well as the hospital's Emergency Department and Aboriginal Health Team.
- Held community gift giving activities to assist local charities and organisations, as part of the hospital's third birthday celebrations.
- Undertook health promotion weeks and days to enhance consumer knowledge on health issues and medical conditions.

Community

- Held the inaugural Patient Experience Expo to provide the opportunity for caregivers to engage with consumers about the hospital's patient-focused care and to increase health literacy in the community.
- Held a morning tea in June for key community partners, including a range of Aboriginal and community agencies.
- The Aboriginal Health Team ran a 10-week Journey of Living with Diabetes program at the hospital, along with East Metro Health Service, to help members of the local Aboriginal community learn about preventing and managing diabetes as well as healthy eating in a culturally safe environment.
- Created uniforms for the Aboriginal Health Team and Moort Boodjari Mia Team, incorporating the hospital's Welcome to Country artwork, as part of a focus on providing a welcoming and culturally appropriate environment for Aboriginal and Torres Strait Islander peoples.
- Recruited new members for the Consumer and Community Advisory Council.
- Established and recruited members for a Mental Health Consumer Advisory Group.

Year ahead

- Design and construct a Mental Health Emergency Centre.
- Collaborate with St John of God Mt Lawley Hospital to assist with the care of rehabilitation patients during the 2019 high demand winter period.
- Design a new private hospital.



St John of God Mt Lawley Hospital

Established: 1937

Locations: Thirlmere Road, Mt Lawley

Chief Executive Officer: Mr Paul Dyer

Medical Advisory Chair: Dr Paul McRae

Caregivers: 607

Beds: 205

Theatres and procedure rooms: 7 operating theatres, 3 procedure rooms

Accredited doctors: 579

Doctors directly employed: 8

Services: surgical, maternity and medical services, private and public rehabilitation and older adult mental health services, general surgery, ear, nose and throat, gastroenterology, obstetrics and gynaecology, urology, orthopaedic, bariatric, paediatrics, plastic, oral/maxillofacial, general medicine, dental, dermatology and gerontology.

Services

- Continued work on the \$20 million redevelopment project, which commenced at transition of ownership in 2014.
- Focused on caregiver wellbeing and injury prevention through occupational health and safety strategies, maintaining sustained improvement in lost time injury frequency rate.
- Extended the \$22.5 million contract with East Metropolitan Health Service and the Mental Health Commission for funding the Restorative/Day Therapy Units and Ursula Frayne Unit.
- Collaborated with St John of God Midland Public and Private Hospitals and St John of God Murdoch Hospital on accreditation to employ resident medical officers.
- Renewed and expanded clinical governance over all specialty groups.
- Collaborated with One for Women to deliver a low-gap maternity service.
- Secured Specialist Training Program (STP) funding for an Advanced Faculty of Rehabilitation Medicine Registrar.
- Attained Australasian Faculty of Rehabilitation Medicine Accreditation in Advanced Training for Specialist Rehabilitation Services.
- Collaborated with the Royal Australian College of General Practice to deliver Category 1 General Practitioner Active Learning Modules.

- Implemented enhanced clinical governance mechanism including incorporation of proactive KPI trending systems.
- Introduced urology Rezum technology: a minimally invasive prostate shrinking procedure.
- Introduced enhanced acute pain service.

People

- Continued positive trend in injury reduction with an 18.6 per cent reduction in lost time injury frequency rate.
- Extended MySafe Handling Program to include perioperative caregivers and non-clinical caregivers.
- Improved occupational health and safety processes for Occupational Therapist teams conducting home visits, including providing two new vehicles better suited to safely loading equipment and transferring patients.

Community

- Supported Charity of Choice for the year, Homeless Healthcare. Caregivers raised \$3754.24 for clinical equipment and donated items for homeless people.
- Raised funds for breast cancer research, mental health disorders, cognitive impairment, men's and women's health, Indigenous community health and homelessness.
- Clinical Dietitian Karin Cook participated in the Comrades Marathon in South Africa, raising funds for the Hillcrest Aids Centre Trust.
- Nyungar elder Marie Taylor from Yelakitj Moort Nyungar Association Inc. led the St John of God Mt Lawley Hospital community through a smoking ceremony on Reconciliation Day.

Year ahead

- Complete submission to East Metropolitan Health Service for a 10-bed inpatient public palliative rehabilitation service.
- Work with Ambulatory and Home Services to develop ambulatory and home-based rehabilitation programs.
- Continue refurbishment of inpatient wards.
- Finalise formal agreement with Curtin University to become a hospital provider of medical student training.



St John of God Murdoch Hospital

Established: 1994

Locations: Barry Marshall Parade, Murdoch WA 6150

Chief Executive Officer: Mr Ben Edwards

Medical Advisory Chair: Professor Peter Bremner

Caregivers: 1,884

Beds: 511

Theatres and procedure rooms: 16 operating theatres, 5 endoscopic procedure rooms, 2 angiography procedure rooms.

Accredited doctors: 784

Doctors directly employed: 84

Services: elective and acute surgical and medical specialties, obstetrics, paediatrics, cardiology, emergency department, hospice/palliative care, intensive care unit and coronary care unit, comprehensive cancer services, sleep studies.

Services

- Achieved full accreditation under the National Safety and Quality Health Service Standards (second edition), in May 2019.
- Implemented a room service dining model, where patients can order meals from a restaurant-quality menu at times they choose. This is delivering significant benefits in terms of patients' nutritional intakes and experiences.
- Patients are benefitting from a \$20 million investment in procedural areas:
 - The first Angiography Suites in Western Australia to be upgraded to the Phillips Azurion Imaging System, providing improved venous and cardiac image quality at lower radiation doses under the safest conditions for both patients and caregivers.
 - Murdoch now has three robotic operating systems in place: MAKO and Navio for orthopaedics and da Vinci® for surgical specialties.
- Implemented the Perform project on four medical wards, leading to significant improvements in patient safety and length of stay. The project is now being implemented in the Emergency Department and has already substantially reduced patient waiting times and enhanced flow.

- Opened a purpose-built Sleep Unit to provide a full service for the diagnosis and treatment of sleep disorders. Adult and paediatric studies are undertaken in the unit.
- Awarded the contract to provide public inpatient specialist palliative care services for the south metropolitan area.

People

- Commenced implementing 'THRIVE', a strategy focused on organisational and caregiver development. The desired outcomes are improved clinical quality and patient experience.
- Enhanced clinical documentation accuracy and completeness through the introduction of two clinical documentation specialists and widespread training.
- Invested more than \$1.5 million in onboarding junior medical staff to address the increasingly complex needs of our patients. This has enhanced resident medical officer (RMO) out-of-hours cover and provides 24/7 medical registrar cover for all areas of the hospital.
- Integrated the 3Cs care program with the annual Formation program to drive person-centred care at the bedside and connect all aspects of care closely with our Mission, Values and Service Ethos. The 3Cs program, which focuses on Communication, Connection and Compassion, was developed with the endorsement of patients and caregivers.

Community

- Sponsored youth art prize at the City of Melville Art Awards.
- Distributed free copies of *Inside Health* magazine at St John of God Murdoch Hospital for patients and visitors, and to all south metropolitan GP practices. The magazine features consumer health information and articles of specialised interest written in collaboration with VMOs, including stomach cancer and end-of-life care.
- Sponsored five remote-living Aboriginal young people to attend the National Catholic Aboriginal Ministry conference in Perth.
- Conducted 18 GP education events, highlighting most major hospital specialties to more than 1,200 attendees.



Year ahead

- Begin construction of radiation oncology bunker and Theranostics facility.
- Re-launch the 24-hour on-call orthopaedic trauma service.
- Refurbish the community hospice, with the majority of funding coming from the local community.
- Enhance the professional development and leadership skills of our caregivers through extending the THRIVE program to more than 200 caregivers.

Hotel food hits hospital trays

St John of God Murdoch Hospital has trialled a room service dining experience for maternity patients, and boarders, to help improve the patient experience.

The initiative offers a hotel-style food service, where the patient orders what they would like, when they would like to eat it, from an extensive menu. The food is prepared on-site by experienced chefs and delivered within 30 minutes of the patient ordering. The new menu includes light options as well as comfort food, and caters for most dietary requirements.

There's a strong link between the experience that patients have in hospital, and their ability to recover. A significant positive impact on patients' mindsets as a result of not only keeping their calorie and nutrition intake up, but also by being able to eat what they want, when they want it has been a key outcome of the trial.

The trial has also resulted in a decrease in the amount of food being thrown away. Initial results show an overall reduction in food wastage of about 30 per cent, which has a significant impact on the hospital's sustainability moving forward.

The other benefit of the trial is the positive impact it has had on our caregivers. Chefs feel empowered to present a more innovative dining experience for patients, and ward hosts are able to make decisions about how to create great service moments.

This increase in caring for patients lends itself to our value of Compassion and delivering compassionate moments for those in our care.

The trial is being evaluated based on patient experience, patient nutrition intake and food wastage, to decide if the initiative will roll out further.



St John of God Pinelodge Clinic

Established: 1980

Locations: 1480 Heatherton Road, Dandenong

Chief Executive Officer: Mr Luke Edwards (acting)

Medical Advisory Chair: Associate Professor Brendan Murphy

Caregivers: 166

Beds: 54

Theatres and procedure rooms: 1 electroconvulsive therapy (ECT) Suite and 2 transcranial magnetic stimulation (TMS) Chairs

Accredited doctors: 56

Doctors directly employed: 2

Services: inpatient treatment for alcohol and other drug addiction, acute inpatient mental health; 6-day a week day programs facilitated by psychologists, art therapists and mental health nurses, community mental health service, telehealth wellbeing service, outpatient psychology and psychiatry.

Services

- Reviewed and extended a pilot project with Teachers Health Services to become an ongoing service, providing telephone counselling sessions to members.
- Commenced pilot partnership with The Police Association (TPA) of Victoria to provide timely and affordable access to psychology services for members.
- Focused on the development and delivery of specialised mental health treatment and more streamlined support for TPA members through the Mental Health Service Provision Pilot Reference Group.
- Reviewed therapy offerings, including clinical contents and processes, efficient use of labour and disciplines involved in the team, and team culture.
- Trialled multimodal delivery in day programs, with the addition of an improved Pain Management Day program utilising psychology, exercise physiology and art therapy modalities.
- Expanded repetitive transcranial magnetic stimulation (rTMS) delivery to outpatients.
- Received positive feedback from a clinical audit conducted by Adler Mayo as a health check of our clinical governance and safety culture.
- Introduced sensory modulation in our Sensory Room, to increase the tools patients can use to manage their emotional wellbeing.

People

- Continued to embed the South East sub-acute leadership and governance structure. This new structure was developed to facilitate growth and development of the mental health and rehabilitation streams across two existing and one potential repurposed hospital in the south east of Melbourne.
- Luke Edwards appointed as Acting CEO.
- Achieved a zero lost time injury result.

Community

- 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 worth of food each month to the Anglicare food cupboard.
- A group of caregivers represented St John of God Pinelodge Clinic in the Walk for Mental Health.
- Held Parma for a Farmer event to raise money for drought-affected farmers.

Year ahead

- Commence anti-ligature works to improve patient safety.
- Recruit an experienced therapy manager.
- Review and develop day program and therapy offerings.
- Expand outreach and telehealth services.
- Expand multidisciplinary roles within the therapy team to meet changed community needs.
- Implement consultant liaison service to support the mental health of patients in south east hospitals.
- Increase collaboration with other St John of God Health Care mental health services, including Nurse Unit Manager forum.
- Add music therapy to inpatient therapy offerings.
- Explore hub-and-spoke model for outpatient services, to increase offerings to South Gippsland community.
- Explore an evidence based inpatient and day patient program for methamphetamine addiction.

St John of God Richmond Hospital

Established: 1952

Locations: 177 Grose Vale Road, North Richmond NSW.

Chief Executive Officer: Mr Colman O'Driscoll

Medical Advisory Chair: Dr Jeffrey Bertucen

Caregivers: 198

Beds: 88

Theatres and procedure rooms: electroconvulsive therapy (ECT) and transcranial magnetic stimulation (TMS) suites

Accredited doctors: 40

Doctors directly employed: 7

Services: inpatient and outpatient clinical programs for anxiety and depression, drug and alcohol, mindfulness and dialectical behaviour therapy, mood disorder, psychosis, post traumatic stress disorder and trauma.

Services

- Partnered with the University of Adelaide to annually offer the inaugural Professor John Saunders Scholarship Graduate Diploma in Addiction and Mental Health to one Richmond caregiver. The 2018 recipient was Stephanie Thomson.
- Commenced equine therapy pilot with a view to establishing a program. Research and evaluation will continue.
- Entered into a partnership with Employers Mutual Limited, a key service provider for NSW Police, to pilot an extended case management project of complex injury cases over the next 12 months.
- Commenced a monthly post traumatic stress disorder support group in Orange, New South Wales.
- Partnered with Primary Health Networks - Nepean Blue Mountains and Western NSW for GP continuing professional development (CPD) education sessions in Kingswood and Orange.
- Extended our GP CPD education program to include breakfast and lunch sessions in GP practices.
- Reviewed the mental health strategy and model of care, aligning as one service across the two sites of St John of God Burwood and Richmond Hospitals.

People

- Appointed Colman O'Driscoll as CEO of St John of God Richmond and Burwood Hospitals.
- Extended the roles of Director Allied Health and Programs, Jae Lee and Mission Integration Director, Deborah Morris across St John of God Richmond and Burwood Hospitals.
- Appointed Praveen Kumar as Nurse Unit Manager Trauma Unit and Joe Livolsi as NSW Facilities Manager.
- Director of Nursing, Lorna O'Brien, awarded Catholic Healthcare Australia's Nurse of the Year for her work on the introduction of the salesforce customer relations management project in the admission office.
- Longstanding caregiver Merle Barratt celebrated 50 years of service.
- Professor Zachary Steel appointed as Chair of the Australian Conference on Traumatic Stress.
- Professor Steel spoke at the Veteran Mental Health and Wellbeing Summit in Canberra and, together with Ian Maynard, co-presented the topic Moral Injury, Post Traumatic Stress Disorder and Spirituality at the Spiritual Care Australia National Conference in Melbourne.

Community

- Hosted a Veterans' Day Commemoration Service. Acclaimed artist Ben Quilty attended as guest speaker.
- Caregivers held a 'loud shirt' day to raise funds for Fiver for a Farmer.
- Hosted a First Responders Thank You morning tea for representatives from NSW Ambulance, NSW Rural Fire Service, NSW Police, NSW Police RSL Sub-Branch and NSW Police Legacy - BACKUP for Life program.
- Hosted the Hawkesbury City Chamber of Commerce After 5 event.
- Funded support for inpatient and day admissions through the social justice concessions program.

Year ahead

- Recruit Strategy and Engagement for St John of God Burwood and Richmond Hospitals.
- Prepare for accreditation for St John of God Burwood and Richmond Hospitals.
- Undertake NSW mental health service transformation and redevelopment of St John of God Richmond Hospital, with a focus on enhancing the patient experience.

St John of God Subiaco Hospital

Established: 1898

Locations: 12 Salvado Road, Subiaco

Chief Executive Officer: Professor Shirley Bowen

Medical Advisory Chair: Dr Donald Ormonde

Caregivers: 2,077

Beds: 578

Theatres and procedure rooms: 17 main theatres, two cardiac and vascular intervention laboratories, short stay unit with three theatres and one procedure room, endoscopy suite with three procedure rooms, Wembley Day Surgery with three theatres, minor procedure unit with two minor procedure rooms.

Accredited doctors: 1,343

Doctors directly employed: 57

Services: acute medical unit, acute pain service, Bendat Family Comprehensive Cancer Centre, chest pain service, community drug and alcohol services, coronary care unit, intensive care unit, maternity, neonatal intensive care unit, neurosurgery, orthopaedics, general surgery, colorectal surgery, breast surgery, gynaecology, paediatric unit.

Services

- Cared for more than 44,000 members of the Western Australian community, with more than 74,000 admissions.
- Invested in a number of service enhancements to further improve the experience for new parents, including new boarder beds, luxury bathroom amenities, parental first aid/CPR training and a la carte room service menu.
- As a leader in minimally invasive and robotic surgery, St John of God Subiaco Hospital celebrated a number of key milestones:
 - Became the first health care facility in Australia to perform 1,000 orthopaedic procedures using the Mako robotic system
 - Completed our 2,000th surgery using the da Vinci® surgical system
 - Performed our 50th Transcatheter Valve Implantation (TAVI) minimally invasive heart surgery for patients unable to have open heart surgery
 - Commenced endoscopic thyroid surgery procedure.
- Opened an Acute Medical Unit to streamline admissions for acutely unwell patients via a 1800 SUBIHELP hotline for GPs and emergency departments.
- Completed more than 50 per cent of the refurbishment of six wards in the hospital's North Wing, including the conversion of 17 shared rooms to single rooms, upgraded ensuites, new front-of-house and waiting areas, and new comfortable visitors chairs.
- Opened the Carine Specialist Centre in partnership with St John of God Mt Lawley Hospital, to provide convenient specialist care to Perth's northern suburb residents.
- Implemented the My Ticket Home project to better manage the discharge process in collaboration with patients.
- Developed customer service excellence training for frontline caregivers to upskill them in providing outstanding hospitality.
- Introduced an online admission portal to enhance the admission process.
- After their discharge, 13,000 patients responded to the net promotor score (NPS) survey. Results show patients were most satisfied with the overall quality and safety of their treatment and care. NPS results have steadily improved.
- Launched a new Patient Experience Award to celebrate the ward that has achieved the greatest NPS score improvement compared to the previous month.
- Achieved Accreditation, with zero recommendations for improvement in a formal review of services and care against the National Safety and Quality Health Service Standards (second edition).
- The hospital's consumer publication 'Wellvisions' was made available to patients in digital format, increasing its reach, improving reader experience and enabling easier access for readers.
- Introduced a Health and Wellness Podcast Series, enabling the community to hear leading specialists discuss health topics of interest.



People

- Appointed Joseph Pascuzzi as Director of Finance and Jeremy Burtenshaw as Director of Redevelopment.
- More than 1,100 caregivers participated in the annual caregiver survey. Results show that caregivers are proud to work for our hospital, which makes good use of their skills and ability.
- Developed a new strategy for caregiver engagement, which remains a high priority.
- Celebrated 25 years' collaboration with EDGE Employment Solutions, which has resulted in meaningful and relevant employment opportunities for people with disabilities and enrichment of the hospital's workforce diversity.
- Collaborated with the Wirrpanda Foundation to increase Aboriginal employment. Welcomed graduate nurse and Yamatji woman Teneille Bramley into the hospital's graduate nursing program.

Community

- Caregivers donated their time and expertise to a variety of local, national and international not-for-profit organisations including Australian Doctors for Africa, Water for Life, Rafiki Surgical Mission, Operation Rainbow and Canteen Camps.
- Provided sponsorship to Rafiki Surgical Missions, Operation Rainbow, Australian Doctors for Africa and East Timor Eye Clinic.
- Caregivers raised \$17,000 for the Charity of Choice, Manna Inc, a charitable organisation providing hope and dignity to the disadvantaged community in Perth.
- Pastoral Services team provided support and care during visits to 8,731 patients.
- Launched the companionship volunteer program to support patients with cognitive impairment while they are an inpatient. Several new support services for people living with dementia have also been added to assist our patients during their admission.
- Introduced new Mission Champion model to ensure our values are integrated and present within all departments.

- Established a Reconciliation Working Committee to implement and monitor strategies to provide a welcoming and safe environment for Aboriginal and Torres Strait Islander peoples. This included developing cultural awareness and competency among caregivers and maintaining effective partnerships with Aboriginal and Torres Strait Islander peoples.
- Launched a \$160,000 scholarship fund to support Aboriginal Medical students at The University of Notre Dame School of Medicine.

Year ahead

- Progress planning for a major refurbishment and expansion of the hospital. The expansion will deliver new and upgraded facilities for patients and specialists including new inpatient wards, birthing suites, operating theatres, medical suites, and additional car parking bays. The redevelopment also includes a new Emergency Department and dedicated space for research and education.
- Extensively refurbish the Subiaco Clinic, which includes specialist consulting suites, to provide a contemporary look and better amenities.
- Refurbish and expand the Ivy Suite, which provides chemotherapy services, , increasing the centre's treatment chairs from 16 to 24 and making it the biggest private day facility for cancer patients in Perth. This will mean a 50 per cent increase in the hospital's capacity to provide chemotherapy and similar treatments to haematology and oncology patients.
- Complete a number of exciting projects that focus on our people, patients and place, to continue to enhance the hospital experience for all.



St John of God Social Outreach

Established: 2002

Locations: 44 locations in Western Australia, New South Wales, Victoria, Timor-Leste and Papua New Guinea

Chief Executive Officer: Ms Susan Cantwell

Caregivers: 221

Services: perinatal and infant mental health services (Raphael Services), Aboriginal attachment training, youth and adult accommodation services (Horizon House and Casa Venegas), community mental health services and international health capacity-building programs in Timor-Leste and Papua New Guinea.

Raphael Services

Raphael Services supports parents through the emotional challenges of pregnancy and early parenthood, so their families can thrive.

- Opened five new service locations across New South Wales, Western Australia and Victoria.
- Launched national phone number and delivered first national marketing campaign focusing on emotional wellbeing of new and expectant fathers.
- Implemented first e-referral pilot in Western Australia.
- Secured \$965,000 in funding from Primary Health Networks to provide perinatal and infant mental health services in Western Australia, New South Wales and Victoria.
- WA Primary Health Alliance (WAPHA) funding enabled development of resources and referral pathways, as well as introduction of alcohol and other drug assessment systems for clients.

- Partnered with Professor Marie-Paule Austin, St John of God Health Care Chair Perinatal and Women's Mental Health Research Unit, to train 39 health professionals in the use of the Antenatal Risk Questionnaire.

- Achieved service satisfaction score of 4.7/5 in the annual Your Experience Survey (YES).

Aboriginal Attachment Program

This program builds capacity for professionals working with Aboriginal families.

- Developed a national Aboriginal attachment program and e-learning package, *Connected Parenting* (p.66).

Horizon House

Horizon House supports young people aged 16-22 who are at risk of homelessness by providing accommodation, care and support.

- Supported 140 vulnerable young people, in addition to supporting 18 young women through the Young Mother and Baby Program.
- Transitioned 83 young people into independent living (private rental, shared accommodation, subsidised living).
- Supported 26 young people through the L2P driver education program using, in part, sponsorship funding.

Casa Venegas

Casa Venegas provides accommodation and support for clients with enduring mental health conditions in Sydney's inner and south west suburbs.

- Supported 35 people with an enduring mental illness who would otherwise have been homeless.
- Helped 10 people to transition to independent living.
- Assisted 15 people to navigate the National Disability Insurance Scheme (NDIS) and access their full entitlements.
- Introduced Your Experience Survey (YES) to gather client feedback.
- Developed new model for service delivery, including consumer and stakeholder engagement.

Community mental health services

Community mental health services walks alongside people on their personal journey of mental health recovery.

- Supported 2,127 clients through 14,369 service contacts.
- Rolled out an electronic client management system.
- Secured partnership with the Australian Primary Mental Health Alliance to deliver mental health services to residents of aged care facilities in Warrnambool, Victoria.
- Expanded services to Cockburn and the Peel region in Western Australia.

- Established new contract to deliver services in Horsham, Victoria in partnership with the Australian Primary Mental Health Alliance.

International health

St John of God Social Outreach works with governments and local healthcare providers in the Asia-Pacific region to build sustainable programs and the capacity of their healthcare workforces.

- Secured \$60,000 from the Australian Government's Department of Foreign Affairs and Trade for the implementation of the Injectable Medication Preparation Guidelines at the Hospital Nacional Guido Valadares (HNGV).
- Expanded Health Manager's Program to include Timor-Leste's municipal hospitals and Ministry of Health staff.
- Conducted baseline surveys at three municipal sites in conjunction with the Health Managers Program.
- Conducted the first patient satisfaction survey.
- Saw an improvement of 34 per cent in compliance against the hospital-wide survey in Standard 4: Patient Safety since 2017.
- Negotiated the appointment of a quality team at HNGV.

People

New appointments included Sue Cantwell as CEO, Bronwyn Howlett as Director Casa Venegas, Anna-Marie Thompson as Director Youth Services and Community Mental Health Services, Scott Wilkinson as Finance

Director Community Services and Neal Murphy as Director of Mission Integration Community Services.

- Jane Leung, Project Officer, delivered presentations on connected parenting Aboriginal attachment training and resources at the Australian College of Midwives Conference, National Closing the Gap Conference and Lowitja International Indigenous Health and Wellbeing Conference.

Year ahead

- Obtain inaugural accreditation against QIC Health and Community Service Standards.
- Develop and commence roll out of Social Outreach strategic plan.
- Develop and commence implementation of consumer and partner engagement plan.
- Strengthen the collection, measurement and reporting of outcomes and impact.
- Digitise existing and new client and consumer feedback mechanisms.
- Complete rollout of electronic client management systems for all Australian services.

RAPHAEL SERVICES

- Grow Raphael Services in Western Australia and New South Wales in areas of need.
- Establish partnerships with research and health organisations to expand the use of Aboriginal attachment training and resources.
- Sponsor and present at the Australasian Marce Conference.
- Implement e-referral.

CASA VENEGAS

- Implement new model of care.
- Develop partnerships with local health districts and community housing providers.
- Consider expansion of services to include wellness programs.

COMMUNITY MENTAL HEALTH SERVICES

- Grow services in Western Australia.
- Implement e-referral.

INTERNATIONAL HEALTH

- Work with the newly appointed quality team at HNGV to embed quality improvement activities against the five standards.
- Work with the Director Nursing and Midwifery at HNGV to develop and implement a new code of conduct and patient-centred model of care, and develop processes to meet medication safety standards.

HORIZON HOUSE

- Design and implement client feedback system.
- Expand partnerships with other not-for-profit, third-party services and housing providers.

St John of God Warrnambool Hospital

Established: 1939

Locations: 136 Botanic Road, Warrnambool

Chief Executive Officer: Mrs Jo Bell

Medical Advisory Chair: Dr Bridget Clancy

Caregivers: 193

Beds: 74

Theatres and procedure rooms: 3 theatres

Accredited doctors: 140

Doctors directly employed: 2

Services: elective surgery in orthopaedics, urology, plastic, cosmetics, gynaecology, ear, nose and throat, general surgery, bariatric surgery, gastroenterology, ophthalmology, medical, palliative, oncology, rehabilitation, sleep studies and outpatient services.

Services

- Achieved a Net Promoter Score (NPS) of 83 per cent for the year. This was the highest score across St John of God Health Care.
- Updated suite of endoscopy equipment, by replacing all scopes.
- Completed the Australian Council on Healthcare Standards (ACHS) organisation-wide accreditation survey, with no recommendations received.

People

- Achieved ACHS organisation-wide accreditation for Mental Health Standards.
- Maintained ongoing partnerships with Barwon Health for medical registrar training, Deakin Medical School for medical student placement and universities for student placements across nursing and allied health.

Community

- St John of God Warrnambool Hospital Auxiliary offered ongoing support through friendship and fundraising, gifting \$18,700 this financial year.
- Provided regular and ongoing support to Anglicare Foodbank including food collections.
- Participated in collections of toiletries throughout the year for the Uniting Church showering program.
- Provided soup and support at St Joseph's Church soup kitchen.
- Collected donated goods bound for Timor-Leste.
- Donated decommissioned endoscopy equipment to Hatton in the central highlands of Sri Lanka via Dr Satish Nagarajah.
- Raised \$5,010 thanks to the St John of God Warrnambool Hospital Relay for Life team. As the amount raised exceeded \$5,000, St John of God Warrnambool Hospital was eligible for a Research Award and chose Prostate Cancer Research as the recipient of their grant.
- Strengthened partnerships between the hospital and local communities through consumer participation in our Community Consumer Committee.
- Expanded consumer involvement in caregiver education in nursing and allied health areas.

Year ahead

- Conduct external occupational health and safety audit.
- Recruit for a rehabilitation physician, ear, nose and throat (ENT) surgeon and anaesthetist.
- Continue collaboration with South West Healthcare through joint liaison committee meetings.
- Complete strategic planning for next three year period.
- Strengthen relationships with local Aboriginal communities through development of MOUs.
- Plan for endoscopy suite refurbishment.





Excellence



Excellence in care

St John of God Health Care's ministry is expressed through the provision of safe, high quality and compassionate care.

In 2018-19, a new group clinical excellence operating model was developed to deliver the clinical excellence and patient experience components of the St John of God Health Care Strategy 2020-22.

Accreditation

All St John of God Health Care hospitals are required to participate in the Australian Council on Healthcare Standards' (ACHS) quality accreditation program. The National Safety and Quality Health Service (NSQHS) Standards (second edition) commenced 1 January 2019 and addressed gaps such as mental health, cognitive impairment, health literacy, end-of-life care, and Aboriginal and Torres Strait Islander peoples' health.

During 2018-19, St John of God Warrnambool underwent accreditation and successfully met all criteria relating to the first edition of the NSQHS standards. St John of God Murdoch and Subiaco Hospitals, including the Wembley Day Surgery, underwent accreditation and successfully met all criteria relating to the second edition of these standards.

Patient experience

St John of God Health Care is committed to providing excellent and compassionate care to all of our patients and clients, and requests feedback from patients and clients so we can monitor and continuously improve our care.

St John of God Health Care has been using a Net Promoter Score (NPS) to measure patient experience in our acute hospitals for more than twelve months. During 2018-19, NPS was introduced into our mental health hospitals and for care provided to patients in their home.

The NPS survey asks patients and clients, "Based on your latest experience, on a scale of 0 to 10, how likely are you to recommend St John of God Health Care to a friend or colleague?" St John of God Health Care also asks for additional feedback based on the Australian Hospital Patient Experience Question Set (AHPEQS).

In 2018-19, a number of initiatives were commenced to improve patient experience including: empowering our local management teams and frontline managers to make immediate changes to processes based on patient feedback; changing staffing models of care to better meet patient needs; and the introduction of a program to support our caregivers in putting into practice our values and commitment to excellent and compassionate care.

The St John of God Health Care NPS score across all hospitals for inpatients improved from 70.5 in June 2018 to 72.1 in June 2019. This reflects our ongoing focus on using patient feedback to continuously improve the care we provide.

Patient safety

Patient safety at St John of God Health Care seeks to reduce unintended harm to patients during the course of their treatment and uses clinical incident reporting systems to identify and eliminate harm.

In 2018-19, we surveyed all St John of God Health Care sites to identify best practice in incident reporting and investigation. This review is expected to take six months to complete while replication of the best practice models will take a further 12 months to implement.

This work will complement the work of the Patient Safety and Clinical Excellence Committee (PSaCEC) in reducing incident reports arising from identical causes over time.



Clinical engagement

In 2018-19, St John of God Health Care introduced a new survey methodology for assessing doctor satisfaction. This included the introduction of a Net Promoter Score (NPS) question, where doctors are asked on a scale of 0 to 10 how likely they are to recommend working at St John of God Health Care to a colleague or peer. Other specific questions relating to their experience across specific aspects of our service, such as patient safety and nursing care, were also included in the survey.

The overall NPS score received from VMOs was 30.5. The survey will be conducted annually to enable comparison and identify opportunities for improvement.

In 2018-19, there was a further increase in clinician engagement through specific projects.

Clinical excellence in our hospitals is linked to team performance as well as the individual performance of credentialed clinicians, a concept suggested by Safer Care Victoria.

Some St John of God Health Care hospitals have progressed this further by introducing assessments of clinician engagement relating to compliance with approved clinical guidelines propagated by specialist societies and colleges. This innovative work has been published in the *Australian Health Review* (Bolsin, Carter et al. AHR 2019;43:392-395.)

At St John of God Geelong Hospital, a series of projects run through the Clinical Review Committee

have achieved a high level of clinician engagement and excellent outcomes, with no wound infections reported for hernia surgery and caesarean section following implementation of the engagement strategy. Details of this work are also being prepared for publication.

Clinical risk management

Publications from the United States have suggested the third leading cause of death might be error in hospitals.

At St John of God Health Care, we are continually monitoring our performance and aiming for low-risk care and optimal outcomes by sharing insights and lessons across all hospitals. Stringent prevention measures have resulted in exceptionally low incident rates at a number of our hospitals.

We also use routinely collected specialist registry data to confirm excellent performance as compared against our peers.

Infection control

Our hospitals achieved a hand hygiene compliance rate of 83.6 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.

Some hospitals have achieved excellent rates in prevention of central line associated bacterial infection (CLABSI), and St John of God Geelong Hospital is offering advice on excellence to other hospitals to help them achieve a better-than-benchmark CLABSI rate.

Blood and blood product safety

Caregivers are provided with regular communication to ensure safe management of blood and blood products through newsletters circulated to all hospitals.

Ongoing incident review, analysis and reporting ensures St John of God Health Care hospitals have access to performance trends and opportunities to improve practice in blood and blood products management.

Clinical deterioration and medical emergency response

A multidisciplinary working party undertook a review of recommendations arising from medical emergencies to ensure hospitals had robust emergency response processes in place.

St John of God Berwick and Geelong Hospitals, have joined Safer Care Victoria to be pilot sites in 2019-20 for relative- and carer-escalated concerns about clinical deterioration.

Perioperative and procedural services

Electronic instrument tracking has been successfully incorporated into all sterilising and operating suites, greatly enhancing our surgical safety profile.

A revised suite of sterilising policies, which are now incorporated into practice, has been developed to ensure related practice standards are compliant with the revised Australian Standard AS4187.

Work continues on standardising key perioperative clinical records to ensure a consistently high, current, evidence based standard of care delivery in all operating suites.

Enhancing the patient experience in perioperative domains is now a key focus of perioperative manager meetings, with a view to exploring and sharing new initiatives to develop this focus.

Falls

In 2018-19, St John of God Health Care established the Falls Prevention and Management Community of Practice Committee. Led by Group Nursing with representation from our hospitals, the committee reviews and benchmarks falls, reviews and collates hospital falls prevention initiatives and outcomes, and reviews external benchmarking and best practice initiatives.

St John of God Health Care hospitals achieve a comparable rate of falls relative to peers, however falls are one cause of preventable patient harm and therefore targeted in a new group policy.

Obstetrics

Victorian data collection in 2019-20 confirmed that St John of God Geelong, Ballarat, Bendigo and Berwick Hospitals are among the safest hospitals in the world in which to give birth.

An example of clinical excellence in obstetrics was achieved at St John of God Geelong Hospital, which achieved a caesarean section wound infection rate of zero in 167 cases in the second half of 2018. This is almost entirely as a result of the clinician engagement initiative started in 2018 with obstetricians and midwife caregivers.

In 2018-19, the implementation of K2 Guardian, a monitoring system which provides full electronic capture of patient information during childbirth, was completed and is now in place in all St John of God Health Care hospitals that provide obstetric services.

We also commenced the rollout of K2 INFANT, software that provides continuous cardiotocography (CTG) interpretation and raises alerts according to the concern for foetal wellbeing. The software was implemented at St John of God Midland Public Hospital in March 2019 and is intended to be rolled out across all obstetric hospitals. This real time interpretation supports midwifery caregivers at the bedside to ensure escalation occurs as needed.

Participation in RANZCOG Fetal Surveillance Education Program (FSEP) continued and 442 midwives and 21 obstetricians midwives and obstetricians undertook the program in 2018-19.

A *Neonatal Observation and Response Chart* was developed by a multidisciplinary working party and a pilot is underway.

Mental health

The Mental Health Community of Practice (MHCoP) Committee transitioned to become the Mental Health Clinical Governance Committee to better reflect the need for overarching clinical governance of mental health services across St John of God Health Care.

The committee continues to support the review and promotion of contemporary best clinical practice in this area, to ensure high quality, safe and effective care is provided.

Following the appointment of a single CEO across both St John of God Richmond and Burwood Hospitals, a single leadership team was established and the process of practice alignment has commenced. This will allow a consistent approach to the provision of inpatient and day program mental health services across both hospitals.

Development of a mental health strategy has commenced, as part of the new St John of God Health Care Strategy 2020-22, looking at the delivery of mental healthcare across all hospitals and services and setting growth priorities based on community need.

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, New South Wales and Victorian hospitals and community services. These teams use a multidisciplinary approach to prevent and relieve suffering and optimise quality of life – physical, spiritual, emotional, and social – for people with progressive, life-limiting illnesses and those close to them.

Integration with palliative care services gives patients and their families the best opportunity to maintain independence for as long as possible and live life as fully and comfortably as possible in their place of choice. Patients are encouraged to partner with specialist palliative care services when they are living with life-limiting illnesses. Specialist palliative care services have skills and expertise to help patients and families consider their best options for care and make informed, meaningful health-related decisions.

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 medical specialist, allied health services, outpatient palliative 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 medical specialists, allied health services, day support service, outpatient clinic.

- St John of God Subiaco Hospital: specialist palliative care hospital-wide consultancy service, nurse practitioner, clinical nurse specialist, palliative medical specialists, allied health services, outpatient 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-based palliative medical specialists.
- St John of God Midland Public and Private Hospitals: palliative medical specialist and nurse practitioner consultancy service.

Our service developments are guided by national and state strategies and frameworks, and further enhancements and expansion of palliative care services is a strategic priority for 2020-22.

Dream a little dream

St John of God Berwick Hospital's Dream a Little Dream initiative was designed to grant a wish to patients and their loved ones during end-of-life care.

The program caters to small, but meaningful dreams that can usually be carried out in the hospital setting while the patient is receiving care, to help bring some light to what is usually a time of sadness.

The hospital's pastoral practitioners and nurses discuss the program with palliative care patients and their loved ones and provide them with a dream menu. The dream menu includes experiences like a pamper treatment, a shave and hair cut for the men, a visit from a beloved pet and a family dinner party.

The local community helps make the dreams come true, by donating a service or a product for the dream menu.



St John of God Health Care plays a significant role in end-of-life care in Western Australia, as evidenced by the increasing numbers of patients admitted to the inpatient hospice facilities in Murdoch and Bunbury. Our services in Western Australia have made important progress in the expansion of service models through integrated and collaborative models in acute care. The consultative service models recognise the growing importance of providing a genuine high quality alternative to end-of-life care in the context of the voluntary assisted dying legislation in Victoria and its consideration in Western Australia.

St John of God Health Care does not support or provide euthanasia or assisted suicide. We recognise that patients or residents may wish to explore the option of assisted dying in consultation with their treating doctor, and we are committed to receiving all such enquiries in a compassionate and respectful manner, working with patients and their doctors as valued partners in their healthcare, and exploring their options with them.

St John of God Health Care is committed to the development and improvement of services across the continuum of life-limiting disease to meet the needs of the changing profile of the growing palliative care patient population.

Pastoral Services

Pastoral care is a fundamental dimension of both mission and ministry in the Catholic tradition.

Pastoral Services form an integral part of the healthcare team to provide professional pastoral care in response to significant life events, independent of a person's religious beliefs.

The pastoral team assists patients and their families adapt to their situation by providing emotional and spiritual support, guidance, encouragement, advocacy and appropriate meaningful ritual.

This is achieved through individual encounters and/or pastoral groups focusing on those areas of life that bring hope, meaning and purpose.

This care recognises and honours the diverse needs and traditions of contemporary Australian society and complies with the Spiritual Care Australia Standards of Practice and the National Safety and Quality Health Service Standards.

In 2018-19, Pastoral Services undertook the following initiatives:

- Continued The University of Notre Dame Australia (UNDA) Graduate Certificate Liberal Arts: Pastoral Placement.
- Increased the number of volunteer ministers of Holy Communion at our hospitals to ensure Catholic patients have access to Holy Communion.
- Placed seminarians at St John of God Burwood and Subiaco Hospitals, and newly ordained priests at St John of God Geraldton Hospital to assist in their priesthood formation.
- Ran a specialised Pastoral Supervised Immersion Experience pilot program to develop pastoral awareness and spiritual assessment skills among participants and contribute to succession planning for the profession.
- Undertook research at St John of God Accord in collaboration with University of Divinity Melbourne Victoria into: *An investigation into the contribution of pastoral care to the spiritual health of clients with disability and their carers.*

Pastoral care services offered during 2018-19 included:

- Provided bereavement support to 98 per cent of next of kin whose loved ones died in our care.
- Provided pastoral care to 89 per cent of deceased patients during their last admission.
- Visited 69 per cent of patients who experienced pregnancy loss of babies with more than 20 weeks gestation.
- Visited 50 per cent of patients who experienced pregnancy loss of babies with less than 20 weeks gestation.



Awarding excellence

Recipient	Award	Awarded by
ST JOHN OF GOD HEALTH CARE		
Eva Skira	Member of the Order of Australia (AM)	Council for the order of Australia
James McMahon	2019 Western Australian of the Year	Celebrate WA
St John of God Health Care	Finalist AIM WA Pinnacle Awards Innovation Excellence category	Australian Institute of Management in Western Australia
St John of God Health Care	Large Business of the Year	Edge Employment Solutions
ST JOHN OF GOD BENDIGO HOSPITAL		
St John of God Bendigo Hospital in conjunction with Bendigo Reconciliation Committee	HART Award 2019, Community Organisations Category	Reconciliation Victoria
ST JOHN OF GOD BERWICK HOSPITAL		
St John of God Berwick Hospital	2018 Worksafe Award - OHS Achievement in Consultation and Liaison in Hospital Design	Worksafe Victoria
ST JOHN OF GOD BUNBURY HOSPITAL		
Dr Carolyn Masarei	Finalist WA Country Doctors' Awards 2019, Specialist of the Year (non-GP) Award category	Rural Health West
Vincent Nicolas (Renal Clinical Nurse Specialist)	Finalist 2018 Renal Society Australasia Annual Conference Award	Renal Society of Australasia
HAWKESBURY DISTRICT HEALTH SERVICE		
Betty Kelly	Volunteer of the Year	Hawkesbury City Council
ST JOHN OF GOD MIDLAND PUBLIC AND PRIVATE HOSPITALS		
Dr Kylie Sandy-Hodgetts	Finalist Excellence in Clinical Practice and Research Awards 2019	Journal of Wound Care
Rebecca Leubner	2018 Rotary Swan Valley Travelling Stroke Scholarship	Swan Valley Rotary Club
St John of God Midland Public Hospital Emergency Department	Winner 2018 Australasian College for Emergency Medicine Wellbeing Award	Australasian College for Emergency Medicine
Diabetes Team	Finalist 2019 WA Nursing and Midwifery Excellence Awards	WA Nursing and Midwifery Excellence Awards
ST JOHN OF GOD RICHMOND HOSPITAL		
Lorna O'Brien	Nurse of the Year 2018	Catholic Health Australia
ST JOHN OF GOD SOCIAL OUTREACH		
St John of God Social Outreach	Australian Aid Friendship Grant	Department of Foreign Affairs and Trade
ST JOHN OF GOD WARRNAMBOOL HOSPITAL		
John Parkinson	Paul Harris Fellow	East Warrnambool Rotary Club

Excellence in community programs

St John of God Health Care provides a range of community services that transform lives and emphasise our commitment to the community beyond our hospitals, supporting those in need to live life to the full.

Our programs look to address need for those who are vulnerable, disadvantaged or marginalised by providing a diverse range of services to enable people to define the direction of their lives and fulfil their potential.

Our programs are delivered through St John of God Accord services, which provides a range of support structures to people with an intellectual disability, St John of God Social Outreach Services, which provides accommodation, mental health, capacity building and personalised support services and our home nursing services through St John of God Health Choices.

Disability services

St John of God Health Care provides specialist support for people with an intellectual disability, many with complex behaviours, through St John of God Accord, the largest Catholic disability service in Victoria.

We have a multi-disciplinary, community based approach and a wraparound service model that enables us to design, develop and deliver support packages and plans that evolve with the client.

We have been working closely to integrate changes and approaches introduced through the National Disability Insurance Scheme throughout 2018-19 and continue to evolve our approach and service offering using evidence-based approaches.

A key area of focus in 2018-19, has been developing expertise and building a multidisciplinary team to enable us to provide positive behaviour support for clients with complex behaviours of concern. This means that from July 2019, St John of God Accord has a team of practitioners, registered under a newly effective NDIS requirement, who can develop behaviour support plans to assist people with complex behaviours look at alternative ways to communicate and develop skills that will allow better integration in the community.

In tandem, St John of God Accord is developing a residential model that will allow people with an intellectual disability and behaviour concerns to be supported.

St John of God Accord is also looking at ways to remove or reduce barriers for people with a disability to enter the workforce. In 2018-19 we commenced a program called My Future to support school leavers on their journey from school to work by progressively introducing them to a range of opportunities to try different types of work, develop personal skills and confidence, and learn how to succeed in employment.

We commence engaging with students and their families in their last year of school, and provide a pathway that is tailored to meet individual abilities, preferences and aspirations. We also offer an Accord Employment Service, operating a successful Disability Employment Service (DES) that can directly support My Future clients to find and keep regular paid work when they are ready for open employment.



Technology is playing an increasingly important role in improving service delivery and improving and measuring outcomes in the disability as well as the healthcare sector.

St John of God Health Care has been investing in this area and in 2018-19, we scoped the development of a standardised client management system (CMS) to drive standardisation and improve access to data, which will facilitate improved care, governance and outcomes analysis. This will enable a client's care plan and outcomes to be held at a single source and allow remote access by St John of God Social Outreach caregivers. We will commence implementation in 2019-20.

Our St John of God Accord support caregivers are a highly mobile workforce and currently have limited access to our core client management system. We are implementing mobile applications that will provide remote and real time access to these caregivers, improving care delivery, productivity and efficiency for these caregivers. Rollout is expected to commence in 2019-20.

The use of technology in the construction of a purpose built home that will enhance the quality of life for people with an intellectual disability and

complex behaviours was a significant achievement in 2018-19. We have committed a further \$11.6 million to provide housing for an addition 30 people.

Aboriginal maternity care and attachment

St John of God Health Care has a desire to contribute to improvements in Aboriginal health outcomes. Many of our programs are delivered out of our St John of God Midland Public Hospital, where the Aboriginal community represents a significant minority of patients.

We run a number of programs, based around six key focus areas, including Moort Boodjari Mia (MBM), a dedicated maternity healthcare and education program for women and their families who identify as Aboriginal or Torres Strait Islander and live in Perth's east metropolitan region. The program aims to help women stay healthy during pregnancy and give their babies the best possible start in life by providing antenatal care, advice and support in the lead up to the birth of their baby and postnatal care for two weeks afterwards.

In February 2019, St John of God Social Outreach launched a free online resource, called Connected Parenting, for health professionals and workers supporting indigenous families in Australia and around the world. Developed in collaboration with the WA Government's Department of Health and funded by the Mental Health Commission of WA, it is designed to support Aboriginal and Torres Strait Islander health workers and other health professionals working with Aboriginal and Torres Strait Islander families to undertake early intervention by promoting parent and infant/child attachment with the view to improving social and emotional outcomes for Aboriginal families.

The resource recognises and celebrates that parenting does not occur in isolation and that it is intimately connected to culture, spirituality, country, community and family.

In 2018-19, around 200 professionals from a variety of support agencies completed the Connected Parenting e-learning package.

Mental health in the community

St John of God Health Care is a specialist provider of mental health services in our hospitals, including specialist psychiatric hospitals in New South Wales and Victoria.

In addition to this, we provide significant mental health services outside hospitals through the St John of God Social Outreach Services. This includes community mental health services at Fremantle, Mandurah, Cockburn and Pinjarra (Western Australia), Ballarat (Victoria) and Warrnambool (Victoria) and early-intervention counselling, therapy and support to baby's fourth birthday for families through our St John of God Raphael Services.

These services are provided with no out of pocket expenses for the clients.

In 2018-19, we expanded our access to mental health services for veterans through a new partnership between the Returned and Services League of Western Australia (RSLWA). This allows Department of Veteran Affairs (DVA) clients to access services and includes the use of telehealth for regional clients.

We also expanded our network of St John of God Raphael Services centres, opening at five locations in 2018-19, Joondalup and Merriwa (Western Australia), Daylesford and Torquay (Victoria) and Mt Druitt (New South Wales).

International capacity building

In 2018-19, St John of God Health Care renewed its partnership with ConocoPhillips, who partially fund our services designed to build the capacity of Timorese staff who deliver healthcare services for patients in the country's largest referral hospital, Hospital Nacional Guido Valadares.

Our work in this area was recognised by the Department of Foreign Affairs and Trade (DFAT) in the form of a grant for \$60,000 under the Federal government's new Australian Aid Friendship Grant to introduce a unique tool to build the capacity of nurses and midwives to safely prepare and administer medication.

This is the first grant St John of God Health Care has received from DFAT and marks a major step forward for improving the culture of medication safety.

Home nursing

St John of God Health Care provides home nursing through St John of God Health Choices.

In 2018-19, St John of God Health Care made a strategic decision to expand its activity in this area.

A standalone division has been created to provide focus on enhancing our services and working in partnership with our hospitals to provide integrated, seamless and holistic patient care and services across continuum and into the home.

This ensures the patient is central in the delivery of the best and most appropriate care to meet their needs.

In 2019-20 we expect to increase the range of services provided.

New technology-enabled home opens its doors

St John of God Accord opened a new technology-enabled home for people with a complex intellectual disability, which is now home for five St John of God Accord clients, supported through the National Disability Insurance Scheme (NDIS).

St John of God Accord collaborated with technology partners to equip the five-bedroom home with the latest assistive technology to improve the quality of life for residents through providing more choice and controlled independence.

The home sets a new accommodation standard for people with intellectual disability, and St John of God Health Care plans to invest \$11.6 million over the coming years to develop a further 10 houses for people with an intellectual disability, based off this blueprint.

The house design creates safe spaces inside and outside, incorporates assistive technology to improve the independence and dignity of each person, and enables the use of infrastructure to assist in supporting residents' long-term needs as they age.



Excellence in research

Ethical, high-quality research is integral to improving health outcomes and evolving care to meet the complex and diverse healthcare requirements of our community.

We undertake collaborative research with our caregivers, universities and industry leaders – research through which we can embrace the changing healthcare landscape and the technological advancements in medicine and in information and communication technology, while consistently delivering compassionate and person-centred care in accordance with our Mission.

A review of St John of God Health Care research is planned for 2020, which will guide the future direction of important research programs and funding sources for projects.

Research highlights

St John of God Health Care conducted research exclusive to its own services (approximately 37 per cent of research activity) and also collaborated in multicentre research with external sites in Australia and overseas.

A total of 134 research studies were approved in 2018-19, ranging from small, quality improvement and evaluation projects, through to large clinical trials of new medications, devices and other interventions. This is a smaller number than was approved in previous years, reflecting the large number of open and ongoing studies and the increased complexity and scope of projects.

Most research is focused on oncology (25 per cent) covering various cancers including breast, gynaecological, lung, skin, upper GI, and urological. Other strong areas of research include orthopaedics, intensive care/emergency medicine and respiratory medicine.

St John of God Health Care clinicians and hospital management are also active participants in registries/databanks at local, state, national and international levels. These clinical registries involve the collection of real-world data for the monitoring of patient outcomes and to support the implementation of improvements in healthcare practice and policy.

St John of God Subiaco Hospital conducted the most research in 2018-19 (37 per cent of the total St John of God Health Care research), followed by 18 per cent at St John of God Midland Public and Private Hospitals and 17 per cent at St John of God Murdoch Hospital.

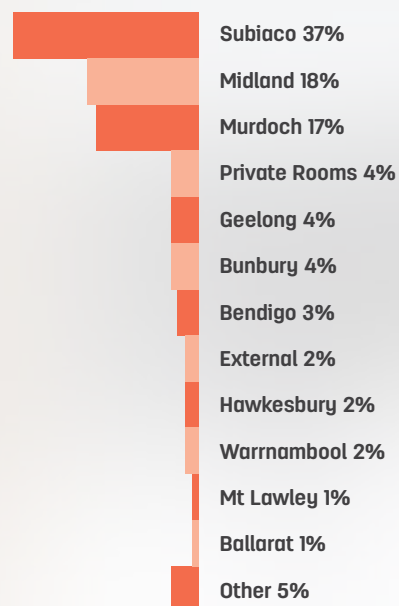
St John of God Health Care runs a Research and Ethics Education Program to provide clear guidance and information on research standards and how to access research funding at St John of God Health Care.

The program consists of ongoing education sessions to support and foster excellence in research and an ethical research culture.

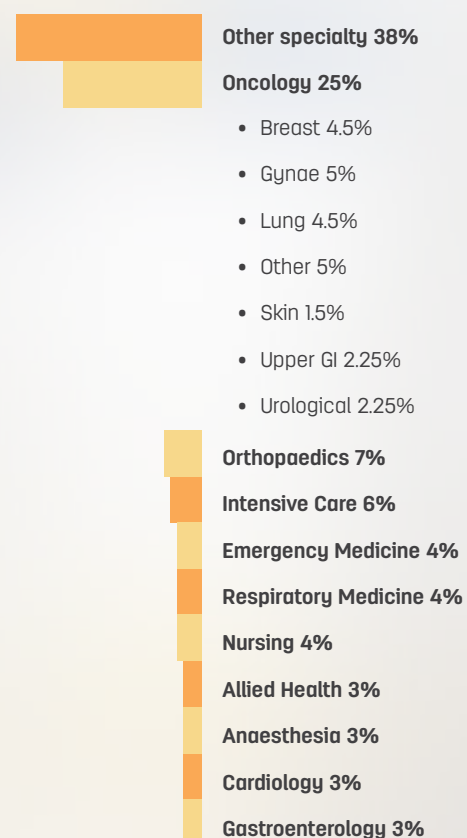
St John of God Accord, in collaboration with Deakin University, commenced the SMART Homes study: evaluating the impact of SMART home technology for people with severe intellectual disability. This study uses a pre/post intervention multiple case study design to evaluate the impact of SMART home technologies for St John of God Accord clients moving into a new purpose-built residential setting. The study will evaluate the impact of these technologies on the quality of life of people with severe intellectual disability and the quality of life and physical and emotional burden of their carers.



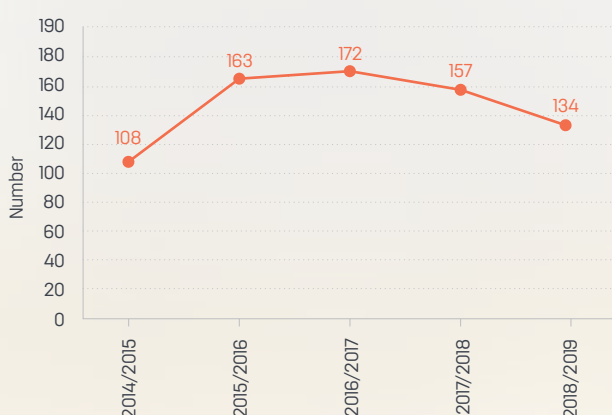
Research studies by division



Research studies by specialty area



Number of St John of God Health Care approved research studies per financial year



St John of God Subiaco Hospital

St John of God Subiaco Hospital continues to contribute to national and global research and is involved in more than 250 active research projects. Of these projects, 66 commenced in the last financial year.

Highlights in 2018-19:

- Conducted 50 active clinical trials: 45 in oncology, three in inflammatory bowel disease and two in cardiology. Nine trials are currently pending.
- Professor Steve Webb authored the ADRENAL study, which was published in 2018 in the *New England Journal of Medicine* and identified by the journal as one of its "Notable Articles for 2018". The study was also a finalist for the 2019 Australian Clinical Trials Alliance Trial of the Year and winner of the 2019 ACTA Excellence in Trial Statistics Award.
- WA Thoracic Research Group became the largest respiratory and oncology research group in the WA private health sector and is contributing to improved outcomes for patients with primary lung malignancy, interstitial lung disease, mesothelioma, pulmonary hypertension and pulmonary thromboembolic disease.
- Following the approval to commence their first phase-one oncology trial in 2017-18, St John of God Subiaco Hospital obtained approval for two additional phase-one trials in 2018-19. Along with three newly approved phase-two trials, this totals five new approved early phase oncology trials over the year.
- The Anaesthesia and Pain Research Unit completed recruitment in the PADDI trial. St John of God Subiaco Hospital was the highest recruiting centre (777 patients of a total of 8,880) in this trial. This clinical trial is funded by the National Health and Medical Research Council (NHMRC) and aims to drive best practice in anaesthesia.
- The SPICE trial, another NHMRC-funded, investigator-initiated comparative effectiveness trial, was published in the *New England Journal of Medicine*. This trial evaluated different approaches to providing sedation to patients receiving mechanical ventilation in the intensive care unit.
- St John of God Subiaco Hospital research and clinical trials group became partners in the Australian Digital Health Cooperative Research Centre (DHCRC) consortium. In 2018, the Federal Government announced \$55 million in funding to develop the DHCRC over the next seven years. The DHCRC is a collaborative taskforce of more than seventy research, clinical, industry, government and academic organisations across multiple disciplines. It has been tasked with equipping the Australian health industry with the tools, skills and infrastructure required to provide improved health outcomes to Australians in a time when

transformative changes in technology have drastically impacted requirements for personalised health management, data security and privacy, and patient engagement.

- The Perth Hip and Knee Clinic/Orthopaedics Research Group held the longest running and most detailed database of robotic joint arthroplasty in Australia.
- Work undertaken by the Colorectal Cancer Research Unit was published in the *Journal of Immunological Methods*. The study, on optimising a novel laboratory technique to allow visualisation of multiple cell types within the same tissue section, was funded by the Tonkinson Colorectal Cancer Research Fund.
- Professor Christobel Saunders led the Continuous Improvement in Care Cancer (CIC) project across public and private hospitals within Western Australia. The CIC project aims to understand and incorporate, as part of standard practice, the important outcomes for patients from the cancer care they receive. The project is measuring patient wellbeing in cancer care through assessing clinical outcomes (changes in the health status of the patient) as well as patient-reported measures (PRMs) to continuously improve the care for patients in what can be described as 'value-based healthcare' (VBHC).

St John of God Murdoch Hospital

- There was continued growth in research at St John of God Murdoch Hospital in the areas of clinical oncology trials, orthopaedics, emergency medicine, intensive care, cardiology and nursing-led research.
- The hospital undertook a pilot trial investigating the use of a brief, emergency department-suitable technique known as battlefield acupuncture. This trial aims to establish the role of acupuncture as a stand-alone or adjunctive technique in emergency medicine.
- The Murdoch Bowel Protocol was adopted by the Kaiser-Permanente Hospital, in Orange County, and has been published in the *International Journal of Orthopaedic and Trauma Nursing*. Nursing Researcher Dr Gail Ross-Adjie developed the protocol to provide evidence based bowel care management in patients after total hip and total knee replacements, as this group have high levels of bowel dysfunction after surgery.
- The United States Food and Drug Administration (FDA) approved three new cancer medication regimes evaluated in clinical trials at St John of God Murdoch Hospital. The approval of the renal and breast cancer medications in America will facilitate access to these treatments for patients in Australia.

St John of God Midland Public and Private Hospitals

- St John of God Midland Public and Private Hospitals established an onsite research office, including the appointment of research project and administration resources.
- Registered about 75 ethics-approved active projects, including partnerships with universities and other health service providers. Fields engaged in research activities included nursing, midwifery and allied health, intensive care medicine, respiratory medicine, stroke medicine, emergency medicine, psychiatry, orthopaedics, palliative care, aged care and rehabilitation.
- Developed a Research Toolkit to assist researchers wanting to undertake research at the hospitals.
- The hospitals held an inaugural Health Symposium in October 2018 for hospital caregivers, medical consultants, local GPs and key stakeholders. The two-day event showcased the achievements, endeavours, initiatives and excellent care provided at our hospitals and included the submission of 40 high quality research posters.
- Dr Mary Theophilus received an \$80,000 grant for research on 'Optimal Follow Up After Curative Treatment for Colorectal Cancer', awarded by the WA Cancer and Palliative Care Network Clinical Implementation Unit.

Mental health hospitals

ST JOHN OF GOD BURWOOD HOSPITAL

St John of God Burwood Hospital is a leader in perinatal mental health research. The hospital runs the Perinatal Women's Mental Health Unit (PWMHU) under Professor Marie-Paule Austin, Chair of Perinatal and Women's Health.

The PWMHU continued to achieve strong research outputs, including:

- Submission of two research papers for publication using the mother baby unit (MBU) dataset collection – findings emphasised the complexity and high level of skills needed for optimal outcomes in the MBU.
- Paper assessing a Perinatal Integrated Psychosocial Assessment (PIPA) model in the maternity setting using the revised Antenatal Risk Questionnaire (ANRQ) tool, a clinical tool that supports the early identification of psychosocial risk during pregnancy.
- Continued publication output from the national big data perinatal project examining the impact of the 2009-2015 National Perinatal Depression Initiative.
- Prof Austin undertook a teaching tour in India at the invitation of her Indian colleagues.

ST JOHN OF GOD RICHMOND HOSPITAL

St John of God Richmond Hospital Trauma and Mental Health Research Initiative (TMHRI) has been part of a clinical and research partnership with the School of Psychiatry, University of New South Wales, since 2014 with the aim of embedding research and research translation within a mental health clinical setting.

The TMHRI is led by psychologist Professor Zachary Steel, who works with a group of mental health researchers.

The program runs a range of research programs across veteran, first responder and refugee mental health. The research team is working in partnership with the International Organization of Migration to develop clinical research to support displaced Rohingya refugees living in Bangladesh by implementing programs to increase mental health and physical activity in refugee camp settings.

A focus of the TMHRI group's research is 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 and how this informs service delivery. Analysis of treatment data has helped the hospital restructure trauma-focused mental health interventions to better meet the clinical needs of patients.

Highlights in 2018-19 included:

- The partnership with the School of Psychiatry was renewed for a further five years.
- The TMHRI published more than 30 peer-reviewed research papers and 15 national and international conference presentations with 13 postgraduate research students working with members of the TMHRI.
- The unit received three years of funding, from a Rotary Mental Health Research Grant, alongside existing research grants from the National Health Medical Research Council, for research into the impacts on mental health of asylum-seeking children and parents with insecure residency.

Nursing and midwifery research

Nursing- and midwifery-led research has an increasing focus at St John of God Health Care.

ST JOHN OF GOD MURDOCH HOSPITAL

St John of God Murdoch Hospital's dedicated Centre for Nursing and Midwifery Research conducts research over a range of areas including cancer, falls and midwifery. The Centre is co-funded by The University of Notre Dame (UNDA) as part of a broader partnership to increase nurse- and midwifery-led and interdisciplinary research, inform and advance nursing, and improve health outcomes. The Centre collaborates with other St John of God Health Care hospitals to undertake robust multi-site and multidisciplinary studies.

Partnering with UNDA provides access to research infrastructure and expertise as well as bio-statistical support. In return, St John of God Murdoch Hospital can facilitate and provide access to multi-site research to achieve meaningful and transferable outcomes.

As part of the partnership with UNDA, St John of God Murdoch Hospital hosted a Nursing and Midwifery Symposium in the first half of 2018-19. The symposium included presentations from nurses, midwives and allied health professionals from St John of God Health Care Western Australian hospitals and the School of Nursing and Midwifery, The University of Notre Dame Australia, and shared important research lessons. A second symposium is planned for the second half of 2019-20.

Two research highlights include:

Cancer survivorship: a study of 120 cancer patients was undertaken in 2016-17 with patients at all stages of the cancer trajectory, to understand the patients' physical and emotional experiences. Analysis of the results was concluded and a number of educational resources were developed to assist patients undertaking cancer treatment to understand what to expect, side-effects they might experience and in particular, given increasing survival rates, how they could manage their recovery in a positive and healthy way. Researchers Professor Leanne Monterosso and Dr Gail Ross-Adjie developed a series of videos that are publicly available on the St John of God Health Care website.

Falls: data collection and patient recruitment for a longitudinal study investigating falls outcomes for 434 patients in the 12 months following total hip and total knee replacement was completed and analysis has now commenced. This, and other study outcomes, will help identify patients at high risk of falls prior to hospital discharge and inform the way we provide discharge information to ensure a greater understanding of both the consequences of falls and falls-prevention strategies.

ST JOHN OF GOD SUBIACO HOSPITAL

Nursing and midwifery research at St John of God Subiaco Hospital takes a grass roots approach, collaborating with clinically-based nurses and midwives and building research capacity in caregivers.

Areas of study are driven by the needs of nurses at the bedside, who are encouraged to investigate and trial new processes that could benefit patient care, with projects spanning, maternity, oncology, preoperative care and general nursing care.

In 2018-19 the following studies were undertaken:

- An investigation into reducing midwife and nurse paperwork burden to release time for direct patient care.
- Exploring the impact of organisational values on nurses' resilience levels.
- A study aimed at improving patient understanding and use of preoperative chlorhexidine washes, which resulted in the development of an intervention to improve the delivery of information to patients.
- Improving the clinical skills and knowledge of midwives and nurses caring for late preterm neonates in a postnatal ward setting.
- Neonatal admission to a high dependency unit and its impact on maternal pain scores and analgesic requirements.

In 2018-19, research from St John of God Subiaco Hospital was presented at the 2019 International Council of Nurses (ICN) Congress in Singapore, the largest international meeting of nurses. This year marked the 120th anniversary of ICN. More than 5,000 nurses from more than 120 countries attended the event. Abstracts were also presented at the 9th International Congress of Innovations in Nursing in Perth.

As part of the International Nurses Day celebrations, the hospital hosted its sixth annual Nursing and Midwifery Research Symposium, to share research with caregivers and other members of industry, including students.

ST JOHN OF GOD MIDLAND PUBLIC AND PRIVATE HOSPITALS

St John of God Midland Public and Private Hospitals actively participate in the nursing and midwifery research and have a range of projects underway in partnerships with universities and other health service providers.

In 2018-19, the hospitals commenced a study with Telethon Kids Institute looking at whether a maternal diet rich in eggs and peanuts can reduce food allergies. Another project, being undertaken with Edith Cowan University, is examining factors that influence

parents and grandparents in relation to breastfeeding and immunisation.

Moort Boodjari Mia, the hospital's perinatal (antenatal and postnatal) service for local Aboriginal families, is undertaking the 'Baby Coming You Ready?' study with Murdoch University and a collaboration pilot project with Midvale Child and Adolescent Community Health, to ensure families continue to gain culturally secure care post discharge from the program.

The hospital also undertakes research that examines healthy practice environments, ongoing professional development and resilience, to assist with workplace planning, management and nursing retention.

Arts and health research

St John of God Frankston Rehabilitation Hospital has completed the Music for Wellness program research with a focus on pain reduction and wellbeing. This study found statistically significant improvements in patients' mental wellbeing and reductions in self-reported pain. Patients and caregivers indicated the program resulted in learning new skills and a more positive hospital environment.

St John of God of Midland Public Hospital is evaluating the impact of a group singing and song writing program for patients with Parkinson's disease on participant voice production and health and wellbeing. Interim results show improvements in participants' mood. A second qualitative study will focus on patients' physical health, emotional health and social functioning.

Plans are underway to evaluate Cartwheels Mobile Art Studio programs now being delivered at St John of God Bendigo, Berwick, Geelong, Midland and Mt Lawley Hospitals and soon to be offered at Ballarat and Frankston Rehabilitation Hospitals.

A collaborative research project between St John of God Health Care, the University of Western Australia and the University of Alberta is also underway to develop relevant arts-based interventions to take care of our health professionals, titled: Managing burn-out, stress and encouraging mental wellbeing via the health humanities.

Evidence-based bowel protocol

Nurse Researcher at St John of God Murdoch Hospital Dr Gail Ross-Adjie (pictured) has developed a protocol, known as the *Murdoch Bowel Protocol*, to provide evidence-based bowel management after total hip and total knee replacements, as this group have high levels of bowel dysfunction after surgery.

The protocol was found to be highly successful in preventing severe constipation postoperatively in this group and was mandated for use on all of this patient group across all surgical divisions.

The protocol will be used internationally, which validates the robust research being undertaken here. The protocol was also published in the *International Journal of Orthopaedic and Trauma Nursing* and is currently being revised in a new study to reflect St John of God Health Care's reduced inpatient stay times for this cohort.



Excellence in 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.

We partner with a range of university medical schools across Australia to provide opportunities for medical students and registrars across different medical and surgical specialties.

We also deliver training and education opportunities in an expanded private setting through our network of hospitals across Australia, in collaboration with state and territory health departments, public health services and specialist medical colleges.

We support anaesthetics, emergency medicine, intensive care, medical administration, obstetrics/ gynaecology, physician, psychiatry, and radiology and surgery Specialist Training Program (STP) training positions.

The STP is designed to be a collaborative approach to specialist training and seeks to extend vocational training for specialist registrars into settings outside traditional metropolitan teaching hospitals, including regional, rural, remote and private facilities. The program aims to improve the quality of the future specialist workforce by providing registrars with exposure to a broader range of healthcare settings.

In 2018-19, St John of God Health Care engaged in educating and training 45 people in STP positions.

Nursing and midwifery

PATHWAYS TO PRACTICE - GRADUATE NURSE PROGRAM

St John of God Health Care has a national graduate nurse program, giving students transitioning to registered or enrolled nursing roles the opportunity to experience a range of clinical disciplines in a supportive environment. The program was offered across 13 hospitals in Western Australia, Victoria and New South Wales in 2018-19.

Designed with input from nursing graduates, the program takes caregivers from novice to expert. It does this through a contemporary approach that enables graduates to experience care by the bedside and collaborate with their peers in an online social learning environment.

In 2018-19, we increased our intake to 114 registered nurses and 51 enrolled nurses and 95 per cent of graduates were employed at St John of God Health Care after completing the Pathways to Practice program.

NURSE MANAGER PROGRAM

In 2018-19, we revitalised our nurse manager program, called Strengthening Nurse Managers, after a brief hiatus in 2017-18. This program is delivered using a blend of online learning resources, face to face coaching and collaborative learning sessions.

GRADUATE REGISTERED NURSE PLACES

2014	2015	2016	2017	2018	2019
129	126	116	114	77	114

GRADUATE ENROLLED NURSE PLACES

2014	2015	2016	2017	2018	2019
69	66	73	89	48	51

REGISTERED NURSE STUDENT DAYS

2013	2014	2015	2016	2017	2018
27,773	26,137	36,366	45,852	40,160	39,996

ENROLLED NURSE STUDENT DAYS

2013	2014	2015	2016	2017	2018
7,701	9,293	8,403	12,755	11,078	7,566

A woman with dark hair and glasses, wearing a white collared shirt, is shown in profile, smiling and looking towards the right. The background is a blurred indoor setting with other people, suggesting a social or professional gathering. The image has a warm, orange-toned overlay.

People



People

Our caregivers are the foundation of everything we do.

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. 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 that 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.

In order to ensure our Mission informs all areas of practice and decision making, Mission Integration positions operate at group, regional and hospital level. The Group Director Mission Integration is a member of the senior leadership team, and each hospital 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. As commissioned leaders of the Mission, the Trustees, Board, Group Chief Executive Officer and senior executives have particular responsibilities as caregivers.

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 2018-19, a new Formation for Mission Policy was launched. This Policy further emphasises the organisation's commitment to authentic Mission integration including the introduction of mandatory Formation education for all of our workforce. This required each caregiver to complete an online module and participate in various reflections relating to the value of Hospitality as enlivened in this ministry. Additionally, 87 Formation sessions totalling more than 11,600 hours were facilitated for our 504 leaders.

Formation, as a reflective process, is provided to enhance caregivers' abilities to model our Vision, Mission and Values toward one another and all who come to us for care. This is one way in which we can ensure the provision of excellent, compassionate, Mission-inspired care remains an important part of our culture. 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

Completing the five year Workforce Strategic Plan was a key focus in 2018-19.

We combined our Recruitment, Human Resources and Industrial Relations functions to form Group Human Resources and Employee Relations. The change was driven by a need to improve our workforce service delivery model and hence the experience of our workforce services for managers and caregivers.

We enhanced the accuracy and efficiency of our service through introducing electronic forms for HR services such as caregiver resignations, recruitment requests and terminations, as well as an automated solution to validate our practitioners' Australian Health Practitioner Regulation Agency registrations.

In 2018-19, Group Workforce supported a key project to implement a Rostering Time and Attendance (RTA) system. The project will continue in 2019-20.

Workforce profile

The total number of caregivers employed as at 30 June 2019 across the group was 14,570 (9,108 full time equivalent). The workforce profile breakdown is:

- 52.55 per cent nurses;
- 15.30 per cent patient care or support;
- 17.12 per cent administration;
- 10.00 per cent allied health and health professionals;
- 5.03 per cent medical officers.



Female
81.58%

Male
18.42%



Part time
58.33%

Casual
21.74%

Full time
19.93%

Headcount by division

DIVISION	WA	VIC	NSW	EAST TIMOR	NEW ZEALAND	GRAND TOTAL
Accord	-	548	-	-	-	548
Ballarat	-	882	-	-	-	882
Bendigo	-	655	-	-	-	655
Berwick	-	785	-	-	-	785
Bunbury	609	-	-	-	-	609
Burwood	-	-	229	-	-	229
Foundation	8	-	-	-	-	8
Frankston Rehabilitation	-	220	-	-	-	220
Geelong	-	1,159	-	-	-	1,159
Geraldton	165	-	-	-	-	165
Group Services	475	168	9	-	-	652
Hawkesbury	-	-	631	-	-	631
Health Choices	51	71	-	-	-	122
Langmore Centre	-	2	-	-	-	2
Midland	2,236	-	-	-	-	2,236
Mt Lawley	607	-	-	-	-	607
Murdoch	1,884	-	-	-	-	1,884
New Zealand	-	-	-	-	318	318
Pinelodge	-	166	-	-	-	166
Richmond	-	-	180	-	-	180
Sleep Centre	21	-	-	-	-	21
Social Outreach	94	91	29	7	-	221
Subiaco	2,077	-	-	-	-	2,077
Warrnambool	-	193	-	-	-	193
Grand Total	8,227	4,940	1,078	7	318	14,570

Caregiver satisfaction

Our 2018-19 Caregiver Engagement Survey was conducted successfully. There was an improvement in scores from the previous year in most questions, driven by improved scores across all or most questions for St John of God Bendigo, Bunbury, Frankston Rehabilitation, Hawkesbury, Midland Public and Private, Murdoch and Subiaco Hospitals.

Feedback from the survey was used to formulate specific action plans. These action plans were aimed at enhancing team communication, career pathways and professional development, caregiver recognition, and listening to and acting upon caregiver concerns. We look forward to reviewing the outcomes of this work in our 2019-20 survey.

A caregiver app, Pulse, was launched in 2018-19 to better engage with a dispersed workforce. Initial statistics indicate an extremely high level of engagement and retention on this platform.

Parental leave

St John of God Health Care has a strong ongoing commitment to caregiver wellness and continues to provide a range of initiatives through Enterprise Bargaining Agreements and policies that promote life balance. These initiatives include part-time contracts, deferred salary schemes, graduated return from parental leave and purchased leave.

Equal opportunity

St John of God Health Care has clear organisational policies supporting equal opportunity and eradication of discrimination.

We continue to explore opportunities to remove discrimination. We are committed to diversity and recognise that it adds richness and value to our decision making. Our commitment is demonstrated from the top with our Group CEO, Dr Shane Kelly, joining the Male Champions for Change initiative in 2019. This initiative encourages male leaders to advocate for change, gender diversity and inclusion in the workplace.

In accordance with the requirements of the Workplace Gender Equality Act 2012, St John of God Health Care lodged the 2018-19 annual public report with the Workplace Gender Equality Agency and has since received confirmation of our ongoing compliance.

RECONCILIATION ACTION PLAN

At St John of God Health Care we seek to play our part in creating a society where the dignity and worth of every person in Australia is seen as important and that Aboriginal and Torres Strait Islander peoples are supported to make their unique contribution to a future that is full of hope. In 2018-19 we achieved the following:

- New Innovate Reconciliation Action Plan (RAP): The organisation's Innovate Reconciliation Action Plan expired 30 June 2019. A new three year plan is currently with Reconciliation Australia for endorsement.
- Career Trackers: Of the 16 Aboriginal interns who have been placed with us during the holidays since 2015, only one has chosen to accept an offer of employment with us. Although this number is low, the partnership remains a success for St John of God Health Care as it continues to provide Aboriginal and Torres Strait Islander university students with invaluable work experience within their chosen health field.
- University of Sydney: The partnership between Hawkesbury District Health Service and Poche Centre for Indigenous Health aims to build the Indigenous workforce in the areas of Mental Health and Alcohol and Other Drugs, while helping to deliver more culturally aligned counselling services for Aboriginal people.

DISABILITY ACCESS AND INCLUSION PLAN

In the past financial year, St John of God Health Care received employment applications from 226 individuals registered with a Disability Employment Service, resulting in the appointment of 15 new caregivers.

St John of God Health Care won the Large Business category Edge Employment Solutions' annual Leading EDGE Employer Awards for our commitment to disability employment. This award highlights the work of St John of God Subiaco, Mt Lawley, Murdoch and Midland Public and Private Hospitals.



Anna's story

Anna Grey started with St John of God Health Care as a volunteer concierge, supported by Edge Employment Solutions. After two years as a volunteer, Anna was interviewed for a position in the hospital café. While Anna willingly accepted the position, she found it difficult to complete some tasks and could not continue in her role.

A new position was created for Anna that took a strengths-based approach to matching the needs of the hospital and the innate talents of Anna, and she is now a permanent caregiver, working eight hours a week as the Mail Room Assistant.

Caregiver benefits

St John of God Health Care supports the professional and personal lives of caregivers through remuneration as well as non-financial benefits.

The annual Employee Assistance Program (EAP) utilisation for 2018-19 was 3.9 per cent. This is lower than the industry benchmark of 6.3 per cent. On average, there were 46 new referrals per month across the group for 2018-19.

Workforce planning

Workforce planning activities remain a key focus of the Group Workforce Team supporting hospitals and services to identify and address opportunities and needs.

The 2018 Caregiver Engagement Survey results suggest a positive intention across all hospitals and all caregiver groups to remain with St John of God Health Care.

Average length of service across the Group is 6.97 years.

Other key 2018-19 achievements include:

- The St John of God Health Care Board approved a group-wide Child Safety Strategy.
- Secured a panel of nursing, midwifery and support staff agency providers for all St John of God Health Care sites, to ensure consistency across contracts and pricing.

Industrial Relations landscape

Enterprise Bargaining Agreement (EBA) activity was significant this year with 11 Agreements undergoing negotiation. We have delivered and will continue to negotiate agreements with contemporary and competitive conditions.

Group Workforce has been monitoring changes to National Employment Standards, Modern Awards and Acts to ensure key legislative changes are incorporated into our new EBAs, policies and procedures. This has included conditions such as Family and Domestic Violence Leave, Casual Conversion and the implementation of the Long Service Leave Portability Act in Victoria.

Occupational Health, Safety and Wellness

The safety of our caregivers, patients, clients and residents is our highest priority.

In 2018-19, the three year Good to Great OHS Strategy was completed. Much has been achieved in this time including:

- Reduction in lost time injury frequency rate (LTIFR) of 1.82 per cent.
- Consistent on-time reporting of incidents of 80 per cent - target achieved.
- Twenty per cent improvement in caregiver return to work rate within six weeks.
- Root cause analysis for lost time injuries (LTIs) rose from 67 per cent to 84 per cent across the year.
- Eighty-one per cent of all hazards reported have been actioned and closed.
- All Group Occupational Health and Safety policies reviewed and updated.
- Ninety per cent of caregivers completed their mandatory safety training, which exceed our operational target.

WELLNESS INITIATIVES

Our wellness program continued, with participation in a number of events such as the Traffic Light Nutrition Project, with food labelling in the café at St John of God Berwick Hospital to indicate healthy options and choices, and the Online Health Assessment in partnership with BUPA to help inform wellness activities for caregivers.

We reached a three-and-a-half year relationship with EAP provider Converge. The insights from the organisational reporting has enabled key decisions to be made regarding investment in our Mental Health First Aid Training.

Learning and Organisational Development

Learning and Organisational Development launched key initiatives in 2018-19 to modernise our suite of learning products and services to better meet the needs of the organisation into the future, including:

- Introduction of LinkedIn Learning and Mindtools. LinkedIn Learning pathways have been mapped to our leadership competency profile while Mindtools is available to all caregivers.
- Revitalising our Nurse Manager Program, Strengthening Nurse Managers. This program is now delivered using a blend of the above online learning resources, face to face coaching and collaborative learning sessions.
- Taking the Coaching Approach Program: a revised and improved format to assist our Learning and Organisational Development caregivers develop their capacity to coach others in the workplace, either in passing or as a formal conversation.

Priority training initiatives and programs identified as part of the organisation-wide Learning and Development Needs Assessment were standardised and rolled out. Examples of these programs are:

- Occupational violence and aggression - Managing Actual and Potential Aggression (MAPA) – Train the trainer and online module.
- Voluntary Assisted Dying (VAD) Online Module.
- Formation Online Module (Compassion).
- My Health Record Online Module.
- Cyber Security Online Module.
- Safety and Protection of Children and Young People.
- Caring for Patients with Cognitive Impairment.
- Basic Neo-Natal Resuscitation.

Connecting caregivers like never before

This year, St John of God Health Care launched Pulse, a communication app available exclusively to caregivers, to help build a stronger culture through transparent and authentic communications.

We know there is a direct correlation between an engaged workforce and higher patient satisfaction. Through Pulse, caregivers now have better visibility of leaders, a better understanding of organisational priorities and they experience a greater sense of community and belonging through participation and sharing of information.

Initial take up of the app has been strong and overall sentiment extremely positive, with caregivers saying they feel more connected to the organisation and more informed about business initiatives.

To help drive adoption to the channel, \$1 for every Pulse app downloaded was donated to a Horizon House home start-up initiative to support disadvantaged youth in WA and Victoria.



The background is a blurred photograph of an interior space. In the upper right, a framed painting with warm, abstract colors is visible. Below it, a lamp with a white shade is partially seen. The overall lighting is soft and warm. Large, semi-transparent orange and peach-colored shapes are overlaid on the image, framing the text.

Social responsibility



Social responsibility

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 those we serve.

In addition to its Community Services, Social Outreach and St John of God Accord, St John of God Health Care is active in the communities we serve through social responsibility initiatives.

Social justice

DISABILITY ACCESS AND INCLUSION PLAN

The Digital and Technology team has partnered with Autism Academy for Software Quality Assurance (AASQA) and Australian Computer Society Foundation to recruit a work experience student from the autism academy for 12 months.

RECONCILIATION ACTION PLAN

St John of God Health Care has formed partnerships across Australia to better support Aboriginal and Torres Strait Islander peoples in the community, such as:

- A collaboration with The University of Notre Dame Australia financially supports four Aboriginal medical students within the School of Medicine. The students engage with St John of God Health Care hospitals, supporting greater understanding of the health pressures faced by Aboriginal and Torres Strait Islander peoples in the local community.
- St John of God Burwood Hospital, in partnership with Waminda Health Corporation, supports five Central Australian Elders, interpreters and community leaders to participate in South Coast women's gatherings and cultural festivals.
- St John of God Frankston Rehabilitation Hospital signed three collaboration agreements, two with Aboriginal and Torres Strait Islander organisations (Nairn Marr Djambana and Willum Warrain) and one with the Mornington Peninsula Shire Council, to: support the local community maintain their

meeting places; develop cultural support and identity among Aboriginal youth; and build the governance capacity of the organisations.

NATIONAL SAFETY AND QUALITY HEALTH SERVICE (NSQHS)

The NSQHS recognises that Aboriginal and Torres Strait Islander peoples remain disadvantaged in accessing health services and experience significantly disparate health outcomes. In direct response to this issue, six defined actions within the NSQHS have been introduced. To support hospitals to navigate their way through these new actions, the *Aboriginal and Torres Strait Islander Engagement Strategy for Hospitals* document was created and is an extension of our organisational reconciliation activities.

RECONCILIATION WEEK

St John of God Bendigo Hospital received the HART Award from Reconciliation Victoria. This award recognises the work Bendigo caregivers conduct in the reconciliation space through their partnership with the Bendigo Reconciliation Committee.

ASYLUM SEEKER AND REFUGEE ENGAGEMENT

St John of God Health Care has completed year three of a four year agreement with the Refugee Settlement Program coordinated by Catholic Care Melbourne. The program equips newly arrived refugee and humanitarian entrants with the necessary social and life skills for integrating into the Australian community.

Community services and social justice initiatives

	Total funds administered		SJGHC Contribution	
	2017/18	2018/19	2017/18	2018/19
Social Outreach	69,347,900	75,104,895	18,862,165	18,298,766
Community Responsibility	1,087,095	739,315	1,052,961	739,315
Patient Concessions	516,585	364,976	516,585	364,976
Caregivers Facing Hardship	86,665	177,268	86,665	177,268
	71,038,245	76,386,454	20,518,436	21,348,533

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, providing 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 that a patient needs treatment not available elsewhere.

Caregivers facing hardships

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 \$48,348 during 2018-19, with major beneficiaries being St John of God Social Outreach, St John of God Medical Research, Fundraising Program, St John of God Foundation Trust, Intensive Care Fund and World Vision Australia.

Environment

It is estimated that a pilot solar PV system of 310 panels, being constructed at St John of God Geelong Hospital, will reduce electricity consumption by 132,000kWh per annum and carbon dioxide emissions by 141 tonnes per annum.

The LED light installation project at St John of God Geelong Hospital was a great success, resulting in CO2 emissions being reduced by 485 tonnes per annum (a 6.7 per cent reduction in electricity consumption). This equates to the emissions of 195 cars, or 40 average sized households, for a year.

In 2017, St John of God Murdoch Hospital commenced a pilot project to trial building management artificial intelligence/machine learning systems that optimise energy consumption and automate fault detection of mechanical services infrastructure. This project has reduced electricity consumption at the hospital by at least five per cent.

In 2018-19, St John of God Murdoch Hospital trialled a room service dining experience for maternity patients to help reduce food waste.

Initial results show an overall reduction in food wastage of about 30 per cent, which has

a significant impact on the hospital's sustainability moving forward.

In addition to these large-scale projects, St John of God Health Care continues to implement smaller initiatives such as reusable coffee cups, and various recycling programs, such as theatre plastics and batteries, across all sites. Medical equipment and beds have also been donated to countries in need.

Key highlights:

- St John of God Burwood and Richmond Hospitals attained a year-to-date diversion rate of 83 per cent of waste avoiding landfill.
- St John of God Frankston Rehabilitation Hospital and St John of God Murdoch Hospital collected milk bottle lids, which are kept out of landfill and used to create prosthetic limbs.
- St John of God Midland Public and Private Hospitals were awarded Gold Waterwise status by the Western Australian Water Corporation in recognition of the hospitals' efforts to save 82,000kL of water per year utilising water efficiency initiatives, including the installation of water efficiency fixtures throughout the hospital.

COMPLIANCE

Under the National Greenhouse and Energy Reporting Act of 2007 (NGER Act), every company in Australia that consumed over 200 terajoules of energy and/or emitted over 50 kilo tonnes of CO2-e) in the 2017-18 financial year were required to report their energy consumption to the Clean Energy Regulator.

We reported our Green House Gas emissions, energy consumption and energy production to the Commonwealth Government under NGER for the ninth time in October 2018.

Key reportable emissions data 2017-18:

- Energy consumption – 544.6 terajoules of energy
- Carbon emissions – 76,876 tonnes

Final emissions data for 2018-19 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 highlights for 2018-19 include:

- More than 670 hours contributed by volunteers to assist in the management of the collection.
- More than 10,000 items have been identified for inclusion in the St John of God Health Care Heritage Collection.
- Curated a display, Armamentarium: Tools of Healing, held in St John of God Midland Public Hospital as part of the Mundaring Arts Centre's What a Tool project.
- Curated a small exhibition at St John of God Subiaco Hospital in celebration of the hospital's 120th anniversary.
- Driving greater awareness: launched a Throw Back Thursday series on the new caregiver communication app, Pulse, to engage caregivers with the varied history and heritage of St John of God Health Care.

Sponsorship

St John of God Health Care is an active community participant in the suburbs, towns and cities in which we operate. We partner with organisations with similar aspirations and strategic goals. In 2018-19, we contributed \$729,293 to support a broad range of initiatives and organisations across a range of sectors.

As part of our commitment and recognition of the value the arts play in enhancing the wellbeing of individuals and communities, we proudly support the WA Youth Jazz Orchestra, Musica Viva, Black Swan State Theatre, WA Youth Orchestras, the Lester Prize (formerly Black Swan Prize for Portraiture), Catholic Arts and the Mandorla Art Award, Australia's most significant thematic Christian art prize.

Our ongoing partnership with Leadership WA reflects our internal leadership ethos through a shared vision of enhancing leadership excellence and a respect for diversity, community service and commitment to ethical leadership.

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

Volunteers

This year, 1,464 volunteers worked with us to ensure our patients and visitors were as comfortable as possible in our care. Volunteers generously gave their time and efforts to support our services and our hospital auxiliaries that raise funds to purchase new hospital equipment.



Age no obstacle for Hawkesbury Volunteer of the Year

In 2003, Betty Kelly was an inpatient at Hawkesbury District Health Service. During her stay, the caregivers and volunteers who cared for her made such a good impression that Betty decided to become a volunteer at the service herself.

Fifteen years on, ninety-one-year-old Betty was named 2019 Hawkesbury Volunteer of the Year for the significant contribution she has made to the lives of caregivers, patients and their families. On accepting the award, Betty was keen to send the message that despite your age or physical ability, we can all make a positive contribution to others.

Arts and Health

St John of God Health Care continues to excel in creating facilities that provide healing and stimulating environments through excellent architectural design, changing exhibitions and community performances. Our commitment to enriching patient and client experience is also demonstrated by the growing range of participative arts experiences offered to patients and clients as part of our clinical service.

In 2018-19, St John of God Murdoch Hospital's CEO and General Manager Mid-West Region, Ben Edwards, was handed responsibility for the Arts and Health portfolio, following the resignation of St John of God Health Care Social Outreach CEO, Bev East.

Visual arts highlights include:

- CARTWHEELS Mobile Art Studio is now offered at St John of God Bendigo, Berwick, Geelong, Midland Public and Private and Mt Lawley Hospitals to an increasing number of patients and is led by professional artists and teams of volunteers. Feedback from patients consistently shows they enjoy being creative, the company of other participants and not thinking about their pain and predicaments.
- Art therapy is offered at St John of God Berwick, Burwood, Geelong and Richmond Hospitals and St John of God Pinelodge Clinic.
- Art making at Madang Haus Bung (gathering place) in Papua New Guinea has given substantial benefit to participants.
- Painting with Parkinsons at St John of God Geelong Hospital, made possible through a generous donation, provides the opportunity for people to improve neurological function, speak with others living with this condition and have time for personal reflection and growth.
- Curation of exhibitions that provided opportunities for exploring health and wellbeing, such as:
 - A collaborative artwork of origami boats and personal messages to loved ones created by patients and caregivers at St John of God Mt Lawley Hospital.
 - St John of God Geelong Hospital's Healing Heart project showcased 72 works of art.
 - To raise awareness of cognitive impairment and World Delirium Day, patients at St John of God Mt Lawley Hospital created paper flowers and water colour paintings of the forget-me-not flower.
 - NAIDOC week was celebrated at St John of God Bendigo Hospital with a display of more than 50 works of art by local and national Indigenous artists.
- Gallery spaces in our facilities exhibited work from the St John of God Health Care Art Collection, St John of God Accord artists, prominent local artists and art galleries and externally curated art awards.
- The St John of God Health Care Art Collection acquired an additional 234 works of art through purchases, gifts, donations under the Cultural Gifts Scheme, and loans, taking the collection to more than 1,100 pieces.

Music making highlights include:

- St John of God Frankston Rehabilitation Hospital was a finalist in the 2018 Victorian Arts and Health Awards for its Music for Wellness program.
- St John of God Accord's Greensborough Campus partnered with Musica Viva Australia artists and local schools, supporting children with disability to create a Community Music Festival.
- A singing/song writing program has been established at St John of God Midland Public Hospital for people living with Parkinson's disease and other neurological disorders.
- Music Therapy is now offered to patients at St John of God Bendigo, Berwick, Geelong and Warrnambool Hospitals and to clients at St John of God Accord, achieving significant impact.
- St John of God Berwick Hospital received a piano donated by Musica Viva Australia.
- St John of God Midland Public and Private Hospitals host weekly performances by local musicians and schools. Hospital and community choirs and musicians regularly sing to patients in St John of God Ballarat, Bendigo, Geelong, Geraldton, Mt Lawley and Subiaco Hospitals.
- Music and Art Therapy master's students completed their final placements with St John of God Accord, and St John of God Berwick, Burwood, Frankston Rehabilitation and Geelong Hospitals.



St John of God Foundation





St John of God Foundation

St John of God Foundation, the philanthropic arm of St John of God Health Care, is a not-for-profit registered charity that, through the generous support of the community, is committed to advancing discoveries in holistic healthcare with a focus on human dignity.

Partnering with St John of God Health Care, the Foundation fundraises to support new patient therapies, state-of-the-art technology, equipment and personalised treatment options, as well as advancing discoveries in medicine to better diagnose, treat, and cure diseases through excellence in research.

Every dollar donated to the Foundation is allocated toward expanded services at St John of God Health Care hospitals, excellence in medical and health research, improvements to facilities and equipment, critical social outreach services, education and training, and general health initiatives.

These donations make a significant difference to health outcomes of patients, and are often life-changing.

The Foundation is grateful to each and every donor for their ongoing support and generosity. Together we have made, and can continue to make, a lasting difference to the lives of many.

2018-19 at a glance:

- Received more than \$145 million in donations.
- Appointed Bianca Pietralla as CEO.
- Welcomed new Board Chair: St John of God Health Care Group CEO, Dr Shane Kelly.
- Reviewed and re-established the St John of God Foundation strategic purpose: Transforming healthcare through excellence in personalised patient treatment and leading medical research, to ensure the Foundation continues to meet the needs of the community.

25th anniversary

St John of God Foundation reached a significant milestone this year, celebrating its 25th anniversary on 3 June 2019.

The Foundation has raised more than \$40 million to support the delivery of major healthcare advancements, including:

- Murdoch Community Hospice – \$ 5.7 million raised to provide advanced palliative care.
- Berwick Comprehensive Cancer and Cardiac Care, St John of God Berwick Hospital – \$2.3 million committed toward comprehensive cancer and cardiac care services.
- Bendat Family Comprehensive Cancer Centre, St John of God Subiaco Hospital - \$21.2 million raised to provide excellence in diagnosis, treatment, and ongoing management of cancer through medical research.
- South West Coronary and Cancer Service, St John of God Bunbury Hospital – \$3.5 million raised since 2010 toward the South-West Coronary Cancer Service.
- Horizon House – 11 homes established across Western Australia and Victoria to provide supported, transitional housing for youth and young mothers at risk of homelessness.
- Ongoing clinical research to provide advanced treatment and better health outcomes for our communities.



Gifts of Hope launch

St John of God Foundation was excited to launch its newest initiative, Gifts of Hope, at its Annual Donors and Friends Thank You event on 30 May 2019.

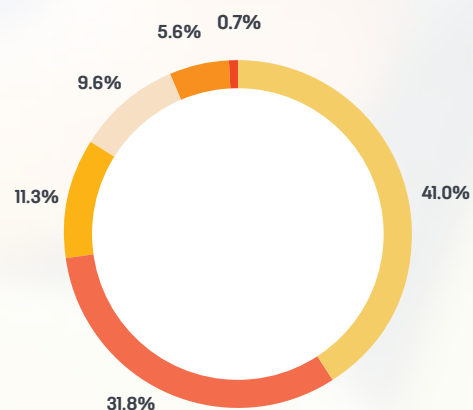
A Gift of Hope is a gift of financial support provided to in-need Australians suffering from a life-threatening condition, such as cancer. It can help to fund medical treatment (prescribed by a medical oncologist) that is not currently available on the Pharmaceutical Benefits Scheme.

A Gift of Hope can bring hope back into the life of a patient and their family, by removing the financial stress of accessing these treatments and allowing patients to focus on their health.

Looking ahead

Goals remain to build a strong community around philanthropy, create meaningful donor experiences and, importantly, deliver positive impact in healthcare for the benefit of our patients and clients, their families and the wider community.

How your donations were allocated



Medical and health research \$599,097	General donations \$140,295
Expanded hospital services \$463,666	Community Services \$82,128
Contemporary equipment \$164,497	Education and training \$10,000
TOTAL \$1,459,683	



Dawn's story

Dawn received her first breast cancer diagnosis in 2011. She was 33 and had two children under the age of two.

"Hearing that news was extremely tough. I didn't know what was ahead. I didn't have a large network at the time, so I moved to be closer to support networks who could help with the kids while I went through treatment."

Devastatingly, after completing surgery and treatment for her breast cancer in 2012, Dawn received the heartbreaking news that her cancer had returned.

"I got the call from my GP in April 2017 after a routine check-up. It was shattering to discover that my cancer was back."

It was at this point that Dawn turned to the St John of God Bendat Family Comprehensive Cancer Centre for treatment. Funded by generous St John of God Foundation donors, the centre was established to provide excellence in diagnosis, treatment and ongoing management of cancer through medical research.

"I went through surgery and I had 22 lymph nodes removed from my left breast – where my first cancer had been – and five of them came back positive for cancer.

"I was lucky to receive treatment at St John of God Bendat Family Comprehensive Cancer Centre, where I met Professor Christobel Saunders. She was so diligent and so nurturing, she made me feel really cared for. Everyone at the hospital did."

Dawn's surgery and treatment were also supported by specialist breast care nurses, which would not have been possible without the generosity of our community of donors.

"I ended up having eight rounds of chemo over four months. I can't speak highly enough of Christobel and the breast care nurses. They were so empathetic and genuinely friendly, I felt important to them, not just like another patient, which you can feel when you're going through something like that. They helped me a lot throughout my cancer journey.

"I feel so fortunate to be one of the lucky ones who can declare myself cancer free and go back to virtually living the life I was pre-cancer. I want to say a massive thank you for giving me, and the other people I met on my journey, a reason to hope."

Our generous donors 2018-19

DONATIONS AND PLEDGES

Thank you to our donors for bringing compassion, healing and hope to our patients and wider community.

LIFETIME CONTRIBUTIONS TO 30 JUNE 2019

Visionaries \$250,000+	Bendat Family Foundation Carcione Foundation Pty Ltd Berwick Mazda Caruso Family
Innovators \$100,000 to \$249,999	Siegfried & Gudrun Westerfeld Stan Perron Charitable Foundation Iannello Family Massey Charitable Foundation Geoff and Jan Brown Havelock Nominees Pty Ltd Brown Property Group John and Carmel Carney
Leaders \$50,000 to \$99,999	Estate of the late Rodney Grey Don Moyes Dolores and Kevin Beasley Michael and Irene Ajani
Champions \$20,000 to \$49,999	Tony and Gwentyth Lennon (Lennon Family Charitable Fund) Spinifex Trust

The St John of God Foundation is grateful to each and every donor for their ongoing support and generosity.

A photograph of a group of people in a meeting room. In the foreground, a woman with short blonde hair and glasses, wearing a bright yellow blazer and a colorful patterned scarf, is smiling at the camera. Behind her, a man in a dark suit and striped tie is also smiling. To the left, another man with a beard and glasses, wearing a dark suit and a blue tie, is looking towards the camera. The room has large windows with blinds, a clock on the wall, and a framed certificate. The word "Governance" is overlaid in large white text across the middle of the image.

Governance



Organisational structure





Chair of Trustees

1988 - 1990 Dr. Maria Hough SMC
1990 - 1992 Dr. Anthony Hough SMC
1992 - 1994 Dr. Anthony Hough SMC
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2020 - 2022 Dr. Anthony Hough SMC
2022 - 2024 Dr. Anthony Hough SMC
2024 - 2026 Dr. Anthony Hough SMC
2026 - 2028 Dr. Anthony Hough SMC
2028 - 2030 Dr. Anthony Hough SMC

Chair of Board

1988 - 1990 Dr. Maria Hough SMC
1990 - 1992 Dr. Anthony Hough SMC
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2026 - 2028 Dr. Anthony Hough SMC
2028 - 2030 Dr. Anthony Hough SMC

Group Chief Executive Officer

1988 - 1990 Dr. Maria Hough SMC
1990 - 1992 Dr. Anthony Hough SMC
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2022 - 2024 Dr. Anthony Hough SMC
2024 - 2026 Dr. Anthony Hough SMC
2026 - 2028 Dr. Anthony Hough SMC
2028 - 2030 Dr. Anthony Hough SMC

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 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 4 October 2018. At the meeting, the Trustees received St John of God Health Care's 2017-18 Annual Report and its financial accounts for the year ended 30 June 2018. The Chair of the Board and the Group Chief Executive Officer provided an overview of the year and discussed plans for the 2018-19 year.

Board

The Board (p.108) 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 6 Board meetings each year, Board members this year attended a Risk Workshop in September 2018, a Board retreat in November 2018 and Formation workshops in August 2018 and March 2019.

Executive 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 the Executive Committee (p.110) comprising senior executives who provide assistance and advice on operational matters. The committee meets six times a year in person 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 healthcare group works to realise its Vision and fulfil its Mission. Governance influences how objectives are set and achieved, how risk is monitored and assessed 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 skill mix.

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

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

PROMOTING ETHICAL AND RESPONSIBLE DECISION MAKING

In 2019, the Trustees completed their review of the cornerstone document *Our Vision*. *Our Vision* outlines the Vision, Mission and Values of the organisation, our guiding principles and what those principles mean in practice. The *Our Vision* document will be launched in conjunction with the St John of God Health Care 30th anniversary celebrations in late September and early October 2019, and will be widely promulgated among caregivers through a variety of communication channels. *Our Vision* will be utilised in conjunction with the 3-year strategic plan to inform divisional strategic plans.

SAFEGUARDING INTEGRITY IN FINANCIAL REPORTING

The Audit and Risk Committee has a key role in safeguarding the integrity of financial reporting. As with all Board committees, it has written terms of reference. Its membership comprises four non-executive Board members.

In 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 Corporate 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 organisation-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 (the only executive director on the Board) and senior executives, which is set by the Board on advice from the Remuneration Committee.

Board meetings and committees

BOARD MEETINGS

Chaired by Hon Kerry Sanderson AC, 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 Dr Julie Caldecott, the Audit and Risk Committee comprises four non-executive board members and assists the Board to fulfil its fiduciary and corporate governance responsibilities by: overseeing the integrity and quality of financial information presented to the Board; overseeing the scope and quality of internal and external audit functions; monitoring the identification and management of risks; and monitoring compliance with statutory responsibilities. Ernst & Young continued to act as the external auditor and the internal audit function 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 Chief Finance Officer. 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.

PATIENT SAFETY & CLINICAL EXCELLENCE COMMITTEE

Chaired by Associate Professor Rosanna Capolingua, the Patient Safety & Clinical Excellence Committee comprises four Board members, the Group Chief Executive Officer, the Group Director Medical Services, the Group Director Nursing and Patient Experience, the Chief Operations Officer Hospitals, a number of medical practitioners 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 Hon Kerry Sanderson AC, 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		Patient Safety & Clinical Excellence Committee		Remuneration committee	
												
Hon Kerry Sanderson AC	6	6			11	11	6	6			2	2
Mr Adrian Arundell	6	5	6	5	11	9						
Dr Julie Caldecott	6	5	6	5					5	4		
Assoc Prof Rosanna Capolingua	6	5	6	6					5	5		
Mr Justin Carroll	6	6			11	9					2	2
Mr Jack de Groot	6	5					6	6	5	3		
Dr Shane Kelly	6	6			11	11	6	6	5	5		
Dr Michael Levitt	6	4							5	4		
Mr James McMahon	6	6	6	6			6	6				
Mr Peter Prendiville	6	6			11	10					2	2
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



Chair: Ms Eva Skira AM

BA (Hons), MBA, FAICD, FAIM, SF FINSIA, FGIA

Chair since 1 January 2014

Trustee since February 2012 and Deputy Chairman from 1 January 2013 to 31 December 2013

- 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 25 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 Chair Macmahon Limited and Board Member Western Power



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)
- Director of L J Goody Bioethics Centre in Perth WA since 2003
- Concurrent appointments: Adjunct Associate Professor in the School of Philosophy and Theology, The University of Notre Dame Australia (Fremantle Campus); Non-executive director, Loving for Life (WA) Inc.; Member of WA Department of Health Reproductive Technology Council; Clinical Ethics Consultancy, Perth Children's Hospital; St John of God Health Care Human Research Ethics Committee



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, and 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
- Awarded an Officer of the Order of Australia in 2014 and West Australian of the Year – Professions category in 2015



Ms Danielle Cronin

BEcon, MPPP, MAICD, MACEL

Trustee since January 2018

- Extensive senior leadership experience in Catholic education at state and national level, including extended terms on the NSW and National Catholic Education Commissions
- Member of the Australian Catholic Council for Pastoral Research and member of the Catholic Church's Royal Commission Implementation Advisory Group and member of the Council of Australian Governments (COAG) Education Council's Data Strategy sub-group
- 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



Mrs Mary McComish

LLB (UWA), LLM (London)

Trustee since July 2013

- Trustee of MercyCare WA
- Formerly a Barrister in the Supreme Court of Western Australia and 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 for the Diocese of Sandhurst
- Board Member of Mercy Health and Aged Care in Victoria 1996 to 2017
- Represented the Diocese of Sandhurst as Member of St John of God Australia Limited 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), BJuris (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



Adjunct Professor 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 CEO 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 Directors' 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



Ms Celia Hammond

LLM, BJuris (Hons) LLB

Trustee from September 2018 – March 2019

- Former Vice Chancellor of The University of Notre Dame and was one of five foundation academic staff members in the University's School of Law
- More than 20 years' experience as a legal practitioner and legal lecturer at the University of Western Australia and The University of Notre Dame
- Awarded an Honorary Doctorate from the University of Portland in 2016 and a Fellowship from St Catherine's College (UWA) in 2010
- Resigned from the Board of Trustees in March 2019 to successfully contest the May 2019 election for the federal seat of Curtin

Board biographies



Chair: Hon Kerry Sanderson AC

BSc, BEcon, 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
- Current roles include Chancellor of Edith Cowan University and Chair of the WA Parks Foundation
- Former Chairman of Gold Corporation, former independent Chair of the State Emergency Management Committee, former Non-Executive Director of Downer EDI and Atlas Iron
- Continues to participate in a number of charitable and community activities
- 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



Dr Shane Kelly

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

Group Chief Executive Officer – appointed June 2018

- More than 30 years' experience in healthcare including more than 17 years as chief executive officer at hospitals and healthcare organisations across Australia and New Zealand
- Previous roles include Mater Misericordiae Group CEO, WA North Metropolitan Health Service Chief Executive and St John of God Subiaco Hospital CEO from 2005 to 2013
- Adjunct Professor at the University of Queensland and Australian Catholic University



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, the iconic Cottesloe Beach Hotel and Hotel Rottneest as well as NW regional hotels in Karratha, Port Hedland and Broome

- Former Chairman of Tourism Western Australia from 2012 to 2017
- A Governor and Trustee, Director of The University of Notre Dame Australia, and has been involved with the university since its inception
- Western Australian of the Year 2015 – Business Award Winner
- EY Entrepreneur of the Year 2017 Champion of Entrepreneurship, Western Region



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
- 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

- Director Victorian Major Transport Infrastructure Board and Victorian Registration and Qualifications Authority
- Chair Blue Cross Aged Care
- Previous Board memberships include non-executive directorships at the Royal Children's Hospital, Melbourne, the Transport Accident Commission, Victoria and the Institute for Safety, Compensation and Recovery Research



Mr Justin Carroll

Bcom, FCA

Appointed January 2015

- Partner of PwC Australia's Perth office and member of PwC Australia's Governance Board. He has more than 28 years' experience in the provision of external audit, due diligence and advisory services
- A Governor and Director of The University of Notre Dame Australia and chair of the university'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



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 AMA (WA) Youth Foundation, member of the Board of AMA (WA)
- Past Positions: Federal President of the Australian Medical Association, State President of AMA (WA), Chair of Governing Council Child and Adolescent Health Services, Chair of Australian Medical Publishing Company, Board Member of Medical Defence Australia, Board Member of UWA Raine Foundation, member of the Board of Governors of The University of Notre Dame, Australia



Mr Jack de Groot

BA

Appointed November 2016

- Chief Executive Officer of St Vincent de Paul Society NSW, one of the largest Social Service Agencies in NSW specialising in homelessness and disability services

- Previously CEO of Caritas Australia, and the Group Leader of Mission at St Vincent's Health Australia
- Chair of Implementation Advisory Group and member of Board of Governors of The 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 Michael Levitt

MBBS, FRACS

Appointed January 2016

- Member of clinical staff at St John of God Subiaco Hospital since 1990, including as a member of its Medical Advisory Committee for 13 years (four 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
- Clinician Member Medical Board of Western Australia 2016 \to- present
- Chief Medical Officer of Western Australia (appointed October 2018)



Mr James McMahon

MBA, MMgt

Appointed July 2017

- 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
- Twenty-four years' experience in the Australian Defence Force, including holding roles as Commanding Officer of the Special Air Service Regiment (SAS) and SAS Squadron Commander. He was awarded the Distinguished Service Cross and the Distinguished Service Medal
- Current Chief Operating Officer of Australian Capital Equity
- Board member of the SAS Resources Trust Board and the Australian War Memorial Board
- Former West Coast Eagles Football Club board member and Deputy Chair
- Ambassador for The Fathering Project, Advisor Finance Committee RSLWA
- 2019 Western Australian of the Year

Executive Committee biographies



Dr Shane Kelly

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

Group Chief Executive Officer – appointed June 2018

- More than 30 years' experience in healthcare including more than 17 years as chief executive officer at hospitals and healthcare organisations across Australia and New Zealand
- Previous roles include Mater Misericordiae Group CEO, WA North Metropolitan Health Service Chief Executive and St John of God Subiaco Hospital CEO from 2005 to 2013
- Adjunct Professor at the University of Queensland and Australian Catholic University



Dr Steve Bolsin

BSc, MBBS, FRCA, FANZCA, MHSM, DLitt (Hon)

Group Director Medical Services and Clinical Governance – appointed May 2019

- More than 30 years' experience in healthcare with a focus on clinical governance and quality leadership
- Previously worked as Director of Medical Services at St John of God Geelong Hospital and provided quality and safety consulting to Dubai Health Authority and Colchester District Hospital in the UK
- More than 30 years' experience as an anaesthetist in public and private hospitals in Geelong, Bristol and London
- Awarded Lambie-Dew Medal from the University of Sydney for contributions to medicine, the Frederic Hewett Medal from the Royal College of Anaesthetists for contributions to patient safety and the Jackson-Rees Medal from the Association of Anaesthetists of Great Britain and Ireland for contributions to the safety of paediatric patients



Professor Shirley Bowen

BMed, MM, FACSHM, FRACP

St John of God Subiaco Hospital Chief Executive Officer – appointed June 2017

- Formerly Dean, School of Medicine, Fremantle at The University of Notre Dame
- More than 20 years' experience in executive management of Hospitals and Public Health, including roles as Chief Medical Officer of the ACT and Director of Communicable Diseases for Western Australia. She has maintained her practice as an Infectious Diseases Physician (FRACP) and also holds a Fellowship in Sexual Health Medicine and a Master of Medicine



Mr Grahame Coles

MBA, DipMgt

Group Director Digital and Technology – appointed February 2019

- More than 30 years' experience in digital and technology across multiple sectors including health, community services, agriculture, food manufacturing and retail, in both public and private sectors
- Previously worked as the Chief Information Officer at the Department of Health and Human Services – Tasmania
- Previous Chair of the Victorian Government CIO Leadership Group Council, and former member of the Victorian Information Technology Advisory Committee and New Zealand Kiwifruit Industry Supply and Procurement Committee



Mr Alex Demidov

*JD (cum laude), BNurs, MBA, PhD (Law),
GradCert Periop Nurs*

St John of God Ballarat and Bendigo Hospitals Chief Executive Officer and General Manager Regional Victoria – appointed July 2017

- Extensive experience in private healthcare working for Healthscope, Ramsay Health Care and as CEO for Evolution Healthcare and in not-for-profit healthcare organisations Sydney Adventist Hospital and St Vincent's Private Hospital
- Previous background as a lawyer working in New York after studying a Bachelor of Law at Harvard University before moving into nursing and management roles



Mr Steve Goldsworthy

Bcom, CA, GAICD

Group Director Finance – appointed December 2017

- Eighteen years' experience in finance working in Australian and American 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



Mr Michael Hogan

Bcom, CA, MAICD

St John of God Midland Public and Private Hospital Chief Executive Officer – appointed September 2017

- More than 25 years' experience in healthcare management having previously worked as Deputy CEO of the hospital and CEO St John of God Bendigo Hospital
- CEO of St John of God Pathology, where he led its integration with Australian Clinical Labs
- Member of the Australian Institute of Company Directors, past board member of Geelong Community Care Chemists and is also a chartered accountant



Ms Rita Maguire

GAICD

Group Director Workforce – appointed November 2012

- More than 30 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 Dani Meinema

*Grad Cert Leadership & Catholic Culture,
MHSM, BNurs, Nursing (DipAppSc)*

Group Director Nursing and Patient Experience – appointed January 2019

- More than 15 years' senior management and nursing experience
- Senior leadership and management roles include Director of Nursing at St John of God Health Care, and CEO / Director of Clinical Services, Clinical Services Coordinator and Clinical Nurse Manager at Ramsay Health Care
- Masters-qualified health professional with specialist skills in perioperative nursing, including management and education



Ms Marcelle Mogg

Dip App Sc (Nursing), B Soc Sc (Pastoral Studies), MBA, MAICD

Group Director Mission Integration – appointed November 2016

- Twenty-six 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 Mission St Vincent's Hospital Melbourne and Editor Eureka Street Magazine
- Commenced Master Degree in Spiritual Direction, Melbourne College of Divinity
- Board member Sacred Heart Mission



Mr Colman O'Driscoll

BNurs, MNurs

St John of God Burwood and Richmond Hospitals Chief Executive Officer – appointed January 2019

- More than 20 years' experience across the health system, including senior leadership roles within the government, not-for-profit and private sectors
- Previously worked as the Chief of Staff in the NSW Government, responsible for driving significant reforms within the NSW Mental Health system including the establishment of the NSW Mental Health Commission
- Non-executive Director of Running for Premature Babies Foundation



Mr John Pease

LLM (with distinction), FGIA

Group Director Corporate Governance – appointed October 2014

- An accomplished executive with substantial experience establishing and leading governance teams providing governance services (risk management, compliance, audit and assurance, legal and company secretariat), across a diverse range of highly regulated sectors including banking and finance, higher education, electricity networks and healthcare
- Previous roles include eight years as Western Power's General Counsel and Company Secretary, in addition to similar roles at Murdoch University and BankWest, private legal practice, courts' administration and government
- Completed a Master of Laws (with distinction) in 1998 from the University of Western Australia



Mr Bryan Pyne

Bbus, FCA

Chief Operating Officer Hospitals – appointed August 2018

- Twenty-six years' experience in finance including more than 20 years with St John of God Health Care, including as Group Director of Finance since 2007
- 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 Stephen Roberts

Bbus, BHA, MBA

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

- CEO at St John of God Geelong Hospital since 1991 and prior to that St John of God Goulburn
- Currently the Chairman of disability and employment services provider GenU
- Board member of the St John of God Foundation



Mr Kevin Taylor

BSc, GAICD, Grad Cert CLC

Group Director Community Services – appointed February 2017

- Management experience within the health care industry spanning more than 25 years
- Previously Group Director Corporate Services and CEO St John of God Pathology
- Externally recognised for his role in establishing nursing, pathology and rural health programs in Timor-Leste
- Board member of Mosaic Community Care and St John of God Hauora Trust



Mr Todd Mairs

BCom, PgDip IT, MBA, CPA, GAICD

Group Director Strategy (acting) - appointed January 2019

- More than 20 years' management consulting experience across Europe, Asia and America
- Strategy and Performance improvement specialist leading large teams on transformation programmes
- Recipient of the 2009 40 under 40 Award (WA)
- Trustee for the Committee of Economic Development Australia
- Board Member of Bethanie Aged Care group
- Board Member of Raw Impact - a not-for-profit organisation that builds homes and schools for Cambodian children



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.

AMBULATORY CARE

Care provided on an outpatient basis, including diagnosis, observation, consultation, treatment, intervention, and rehabilitation services.

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 health care across Australia.

AUSTRALIAN COUNCIL ON HEALTHCARE STANDARDS (ACHS)

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

BOARD

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

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.

CATHOLIC SOCIAL TEACHING

The Catholic doctrines on matters of human dignity and common good in society. Catholic Social Teaching covers all spheres of life – the economic, political, personal and spiritual.

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 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.

END-OF-LIFE CARE

Care given to people who are near the end of life and have stopped treatment to cure or control their disease. Includes physical, emotional, and spiritual support for patients and their families.

ENTERPRISE BARGAINING AGREEMENT

A legislated process of negotiation that occurs between the employer, employees and their bargaining representatives with the specific goal of creating an enterprise agreement.

EPISODE/OCCASION OF SERVICE

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

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.

GOVERNANCE

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.

HOLISTIC CARE

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

HOSPITAL IN THE HOME (HITH)

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

INPATIENT

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

INTERN

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

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.

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 DISCERNMENT FRAMEWORK

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 St John of God Health Care Mission.

MULTICENTRE STUDIES

Research that takes place across more than one location.

NATIONAL SAFETY AND QUALITY HEALTH SERVICE STANDARDS (NSQHS STANDARDS)

Ten mandatory national standards, developed by the Australian Commission on Safety and Quality in Health Care, that aim to improve the safety and quality of health service provision. The NSQHS second edition commenced 1 January 2019 and addressed gaps such as mental health, cognitive impairment, health literacy, end-of-life care, and Aboriginal and Torres Strait Islander health.

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.

OUTPATIENT

A person who receives treatment at a hospital but does not spend the night there.

PALLIATIVE CARE

Support for patients and families who are experiencing a potentially life-limiting condition, or an illness that is not responding to curative treatment.

PASTORAL CARE

Person-centred care provided to patients, residents and their families that addresses the spiritual, religious and emotional needs of all people.

PATHOLOGY

The diagnostic branch of medicine examining changes in cells and tissues that signal disease.

PERINATAL MENTAL HEALTH

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

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.

TELEHEALTH

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

TRANSFORMATION

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

TRUSTEES

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

WORKFORCE PLANNING

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

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St John of God Health Choices

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Western Australia

HOSPITALS

St John of God Bunbury Hospital

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Fax (08) 9722 1650
Email info.bunbury@sjog.org.au

St John of God Geraldton Hospital

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

St John of God Midland Public and Private Hospitals

1 Clayton Street, Midland, WA 6056
PO Box 1254, Midland, WA 6936
Tel (08) 9462 4000 (public hospital)
Tel (08) 9462 4500 (private hospital)
Fax (08) 9462 4050
Email info.midland@sjog.org.au

St John of God Mt Lawley Hospital

Thirlmere Road, Mt Lawley, WA 6050
Tel (08) 9370 9222
Fax (08) 9370 9488
Email info.mtlawley@sjog.org.au

St John of God Murdoch Hospital

Barry Marshall Parade, Murdoch, WA 6150
Tel (08) 9366 9000
Fax (08) 9366 1133
Email info.murdoch@sjog.org.au

St John of God Murdoch Community Hospice

100 Murdoch Drive, Murdoch, WA 6150
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Fax (08) 9366 1367
Email info.mch@sjog.org.au

St John of God Subiaco Hospital

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SOCIAL OUTREACH

Social Outreach Head Office

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Fax (08) 9443 3456
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Horizon House WA

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Tel (08) 9429 3636
Fax (08) 9443 3456
Email horizonhouse@sjog.org.au

Raphael Services WA

192 Cambridge Street
Wembley, WA 6014
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Fax 1800 696 526
Email raphael.wa@sjog.org.au

Community Mental Health Service

160 High Street
Fremantle 6160
Tel (08) 6226 9400
Fax (08) 6226 9488
Email counselling@sjog.org.au

Victoria

HOSPITALS

St John of God Ballarat Hospital

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

St John of God Bendigo Hospital

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

St John of God Berwick Hospital

75 Kangan Drive, Berwick, Vic 3806
 Tel (03) 9709 1414
 Fax (03) 9707 4135
 Email info.berwick@sjog.org.au

St John of God Frankston Rehabilitation Hospital

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 Frankston, Vic 3199
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 Fax (03) 8790 8747
 Email info.frankstonrehab@sjog.org.au

St John of God Geelong Hospital

80 Myers Street, Geelong, Vic 3220
 PO Box 1016, Geelong, Vic 3220
 Tel (03) 5226 8888
 Fax (03) 5221 8807
 Email info.geelong@sjog.org.au

St John of God Langmore Centre

3 Gibb Street, Berwick, Vic 3806
 Tel (03) 8793 9475
 Fax (03) 8793 9440

St John of God Pinelodge Clinic

1480 Heatherton Road
 Dandenong, Vic 3175
 Tel (03) 8793 9444
 Fax (03) 8793 9440
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St John of God Warrnambool Hospital

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 Fax (03) 9707 0297
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 PO Box 261, Burwood, NSW 1805
 Tel (02) 9715 9200
 Fax (02) 9747 5223
 Email info.burwood@sjog.org.au

Hawkesbury District Health Service

2 Day Street, Windsor, NSW 2756
 Locked Mail Bag No. 10, Windsor, NSW 2756
 Tel (02) 4560 5555
 Fax (020) 4560 5563
 Email info.hawkesbury@sjog.org.au

St John of God Richmond Hospital

177 Grose Vale Road
 North Richmond, NSW 2754
 Locked Bag 2, Richmond, NSW 2753
 Tel (02) 4570 6100
 Fax (02) 4571 1552
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SOCIAL OUTREACH**Casa Venegas**

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Raphael Services NSW

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Community, Youth and Child Services, Southern

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





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