

go and do likewise

Annual Report 2013/14



over 100 years of care
25
years
as one group

go and do likewise

The theme of the St John of God Health Care Annual Report for 2013/14 is 'go and do likewise', from the story of the Good Samaritan.

These words are a call to a higher standard of love and kindness, and an exhortation to go out into the world and care for all people to the highest degree.

The concept of the 2013/14 Annual Report revolves around the idea of the pomegranate seeds of the St John of God Health Care logo being cast out into the world to work their positive influence on its communities.

The pomegranate seeds are an abstract representation. They form beautiful, organic, jewel-like forms that seem filled with light. In the pattern that they form, as if cast out into the world, they are aspirational and hope-filled.

ST JOHN OF GOD HEALTH CARE

Incorporated in 1989 | Celebrating 25 years in 2014

At the 1983 Chapter gathering of the Sisters of St John of God it was resolved to reconsider the way in which the Sisters' healthcare ministry would be structured to ensure their healthcare facilities were supported by the best possible governance structure.

It was also at this time that the Vatican II had called for greater collaboration with the laity.

In 1987, Province Leader, Sr Verna Haugh, and her council made a decision to investigate the creation of a multi-hospital system for their nine Australian hospitals that would sustain their Ministry into the future. A steering committee was established to investigate health systems in operation around the world.

In 1988, the steering committee recommended the incorporation of a new civil entity, into which the Sisters' healthcare ministry would be transferred and managed by a centralised corporate executive.

1989

St John of God Health Care Inc was incorporated on 20 September 1989 and responsibility for the Sisters' nine hospitals, pathology and radiology operations was transferred to this new entity.

The Sisters appointed an executive team and a Governing Board.

The new Board with specified governance responsibilities and authorities would oversee the entire ministry, while the canonical sponsorship of this new entity would remain with the Sisters of St John of God.

1994

St John of God Murdoch Hospital was built to service the growing south metropolitan corridor of Perth.

St John of God Pathology acquired Hollywood Repatriation Hospital Pathology WA.

330 volunteers
were an integral part of the organisation's services when St John of God Health Care was first formed.

In 2014, we are blessed with **1,344.**

2000

The first lay Trustees were appointed, which began the separation of the Trustees from the Province Leadership Team. Until this time the six Trustee positions were held by the Sisters of St John of God.

Significant planning and investment was made in caregiver formation to embed the Mission at all levels of the organisation.

The Commonwealth Government introduced Lifetime Health Cover, which increased the take-up of private health insurance.

1997

St John of God Pathology acquired Perth Pathology Services.



2003

The Sisters received approval from Rome to transfer canonical ownership and responsibility for St John of God Health Inc from themselves to St John of God Australia Ltd, which was established as a civil entity conferred by the Bishops of Perth to undertake apostolic works in the name of the Church.

Acquired Berwick Hospital, Vic.

2005

Acquired Bendigo Hospital, Vic.

Acquired Pinelodge Clinic, Vic, a psychiatric and drug and alcohol rehabilitation service provider.

St John of God Goulburn Hospital was transferred to Greater Southern Area Health Service.



1999

St John of God Bunbury Hospital relocated to a new site shared with Bunbury Public Hospital.

Pathology services in Victoria and Western Australia amalgamated to form a single pathology service.

Significant redevelopments commenced at Subiaco and Geelong Hospitals.

St John of God Brighton Hospital closed and sale proceeds were held aside for future mental health care initiatives.

The first Horizon House opened in Geelong to support homeless youth.



2002

The first Annual Report was published.

Subiaco Hospital opened the first Raphael Centre, to provide perinatal and infant mental health services.



2004

Acquired Frankston Rehabilitation Hospital, Vic.

St John of God Pathology acquired PathCare Consulting Pathologists, Vic.

Social Outreach and Advocacy established nursing, pathology and community health development programs in East Timor.

Community based mental health services commenced in Fremantle, WA

The strong Family Strong Culture program was established to support parent education in Aboriginal communities in northern WA.

Subiaco Hospital underwent further redevelopment to meet demand for its high-end healthcare facilities.

Imaging services at Geelong and Ballarat Hospitals amalgamated to form St John of God Imaging.

2001

Trustees articulated a Vision that detailed how the group would stay faithful to its Mission of service to the community.

Murdoch Hospital commenced a major redevelopment.

1990

St John of God Health Care entered a transition period as governance systems were introduced and organisation-wide functions established.

The first lay Director of Nursing was appointed at Geelong Hospital.

Group-wide standardisation of information technology systems commenced.

1991

Group-wide purchasing of medical goods and other supplies delivered greater efficiency.



1993

Rivervale Hospital closed.

Individual hospital pathology services in WA and Vic were formed into independently operating pathology services in the two states.

1992

The original Geraldton Hospital established by the Sisters in 1935 was rebuilt.

A joint venture was entered into with Geelong Radiological Clinic to provide imaging services.

Ballarat Hospital commenced a Twinning program with the Vaiola Hospital in Tonga.



1995

The then 50-year-old Warrnambool Hospital was rebuilt.



1998

Subiaco Hospital opened its Medical Clinic to expand operating theatres and consulting suites.

Twenty five years ago
4,500 babies
were born at St John of God Health Care Hospitals. In 2014, we welcomed
9,579 babies.

2007

Reached agreement with the Hospitaller Order of the Brothers of St John of God to take on their Australian and New Zealand services. These included psychiatric hospitals in Burwood and Richmond, NSW, disability services at Accord Vic, and New Zealand's Hauora Trust.

The first lay Chair of Trustees was appointed.



2012

Reached agreement with the WA Government to build and operate the St John of God Midland Public Hospital. The Public Private Partnership model of service delivery will extend over a 23 year period.

Committed to building St John of God Midland Private Hospital.

St John of God Murdoch Training and Education Centre (MURTEC) opened to support the education of health professionals.



2009

Home nursing services at Subiaco, Ballarat and Warrnambool Hospitals were brought together to form Health Choices.

Geelong Hospital opened a dedicated Oncology Centre.



2014

St John of God Mt Lawley Hospital was acquired from MercyCare.

Major redevelopments and expansions of Burwood and Geelong Hospitals were completed.

Commenced major redevelopments of Bendigo Hospital, Accord and Subiaco Hospital's Wembley Day Surgery.

2006

St John of God Imaging closed and remaining services were transferred to Ballarat Hospital.



2010

St John of God Foundation joined the group to focus its fundraising on enhancing service delivery by St John of God Health Care.

Health Choices purchased a Melbourne home nursing service.

Warrnambool Hospital opened a rehabilitation health service.

Bendigo Hospital opened Australia's first outpatient oncology rehabilitation program.

Purchased St John of God Wellington, extending Hauora Trust's health and disability services.

2013

Bunbury Hospital opened the South West Comprehensive Cancer Centre.

Berwick Hospital opened a palliative care centre.

Hauora Trust opened the new Halswell rehabilitation wing after the existing building and chapel were devastated in the 2011 Christchurch earthquakes.

2008

The Bendat Family Comprehensive Cancer Centre opened at Subiaco Hospital.

Murdoch Community Hospice integrated into Murdoch Hospital.



St John of God Health Care employed around
2,500 caregivers in 1989.

In 2014, we employed

10,850.

2011

Ballarat Rural Clinical School for medical students opened in partnership with the University of Notre Dame.

Murdoch Hospital commenced a major redevelopment.

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

Treated

258,921

overnight and same day patients,
and delivered

9,579 babies

Home nursing services
in Victoria and Western
Australia delivered

121,311

episodes of care

14 hospitals

comprising

2,488 beds

located in Western Australia, Victoria
and New South Wales

Employed

10,850

caregivers

Australia's
third largest
private hospital
operator

Committed

\$56
million

including partnership
funding to Social Justice
initiatives reaching out
to people experiencing
disadvantage

Australia's
fourth largest
pathology
operator

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

Revenue of

\$1.16
billion

Delivered

2,096,617

pathology episodes in
Western Australia and Victoria

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A MESSAGE FROM THE CHAIRMAN OF TRUSTEES

Jesus' story of the Good Samaritan, told in Luke's simple words, has provided inspiration to countless millions, our own namesake, St John of God, among them to "go and do likewise".



In this parable, we are called to recognise and serve our neighbour. The compassion the Samaritan felt for the beaten traveller is the compassion we are called to bring to our ministry to the sick, the vulnerable and the disadvantaged.

Our neighbour, as Jesus reminds us, is everyone.

At St John of God Health Care we strive to provide the best possible care and support we can to our communities, through our hospitals, pathology services, disability services, our social outreach services, the work we do in mental health and our home nursing.

The move toward greater involvement in public health is an important one for this reason. Our construction of St John of God Public and Private Hospitals at Midland is progressing well and will greatly expand the range of healthcare services available to people in that area and the surrounding communities.

We are also continuing to expand the reach and depth of our services so we can meet increasing healthcare demands within our existing communities and continue to provide high quality health care to more people, giving them more options, closer to home.

Many of our hospitals are undergoing redevelopments and we continue to invest in expanding and upgrading our facilities so we can offer the outstanding and distinctive care that people associate with us.

New Trustees

I'm fortunate to have welcomed three new Trustees in the past twelve months.

Mary McComish and Jack Moore joined the Trustees in July 2013. Both have excellent credentials in Catholic leadership and have been wonderful additions to our team. More recently in January 2014, we also welcomed Mark Murphy, who has a strong history with St John of God Health Care and the Sisters of St John of God.

As a new team, one of the most critical pieces of work we've done this year is to review and update *Our Vision*, the document that codifies how we live out the healing ministry of Jesus Christ in a practical sense. This is a document that doesn't change much or often, but we have updated it for the next five years to have a greater focus on formation and leadership, to make sure that as a lay-led Catholic ministry we remain faithful to our Vision and Values. We have also given education an even greater focus because the expertise and knowledge of our people is so critical to achieving the highest quality care and continuing the long and rich tradition of holistic care of which we are so proud.

I invite you to enjoy this year's Annual Report and to learn more about our organisation and how we fulfil our Mission as we try to do what Christ urged us – to go and do likewise.

Eva Skira
Chairman of Trustees

YEAR IN REVIEW

Hospital Services

Increased hospital overnight separations by 2% and day separations by 9%; procedures increased by 7% and births increased by 0.5% and emergency presentations by 1.4% (p20-21).

New hospitals

Construction of St John of God Midland Public and Private Hospitals progressing on time and to budget with 70% completion at 30 June 2014. The hospitals are due to open in late 2015 (p30-31).

Acquisitions

Purchased Mercy Hospital Mount Lawley (now St John of God Mt Lawley Hospital) from MercyCare in May 2014 (p34).

Pathology

Opened 26 new collection centres across Victoria and Western Australia (p51).

Home nursing

Increased episodes of care by 7%, from 113,525 to 121,311 visits as a result of a general increase in referral across all our sites; launched a Hospital in the Home Service in collaboration with St John of God Murdoch Hospital Emergency Department, providing at-home acute clinical services; successfully tendered to provide nursing and mental health nursing visits to Ambulance Victoria rural clients in their homes, reducing unnecessary ambulance transfers to hospital (p52).

Press Ganey satisfaction surveys

Achieved top quartile performance for inpatient satisfaction overall (91st percentile) across the organisation compared to all private peers; Frankston Rehabilitation and Warrnambool Hospitals ranked as 'best in class' (99th percentile) of all private hospital operators in Australia participating in the Press Ganey Survey (p56).

Training and education

Partnered with 25 universities and 28 registered training organisations to provide undergraduate clinical placement opportunities for nursing, medical and allied health students from all over Australia (p66).

Nursing and midwifery education

Ballarat Hospital and Australian Catholic University launched the Nursing Clinical School in July 2013 (p66).

Medical education

Appointed 50 registrars in a range of specialties and introduced GP-WISE, a hospital-based arm of the Prevocational GP Placement Program in collaboration with Western Australian General Practice Education and Training (p65).

Information Technology

Commenced development of a clinical information technology strategy; reviewed core non-clinical systems (p23).

Research

Research activity continued to increase with 88 new research proposals submitted in 2013/14, an increase of 24% (p62-64).

Financial Performance

Achieved revenue of \$1.16 billion in 2013/14, an increase of 8% on 2012/13 (p18-20).

Developments and expansions

Commenced \$8 million expansion of St John of God Accord's Greensborough site, with expected completion in late 2014; commenced \$41 million redevelopment of Bendigo Hospital, completion due in 2016; Renal Dialysis Unit added to Bunbury Hospital is operational and near final completion; completed development of new medical ward and emergency department at Geelong Hospital, ongoing \$68 million redevelopment due for completion in 2014; completed significant portion of Stage One of Murdoch Hospital's \$236 million redevelopment, on budget and ahead of schedule (p24-25).

Workforce

Increased number of caregivers by 10% from 9,922 in 2012/13 to 10,850 in 2013/14 (p70).

Occupational Health, Safety and Wellness

Reduced serious lost time injuries by 12%. Nominated for Best Workplace Safety and Health Management System award in the Western Australian, Victorian and New South Wales State WorkSafe Awards (74-75).

Nursing and midwifery

Implemented the St John of God Health Care Nursing and Midwifery Foundations of Excellence across all our hospitals and received positive feedback from the first evaluation using the Practice Environment Scale (AUS) survey (p59).

Governance and Stewardship

Developed a clinical governance framework to foster an environment in which caregivers work to continually improve service quality and deliver excellence in care; introduced Daily Productivity Tool to enable improved labour management in our hospitals; finalised the shared services review, centralising various functions across the group to improve efficiency and effectiveness; developed Strategic Priorities for the next five years (p6).

Formation

Developed St John of God Health Care Leadership Formation Framework and a new policy ensuring formation of all caregivers, including doctors and volunteers (p70).

Clinical risk

Implemented Enterprise Risk Management framework; St John of Health Care Board established a Board Clinical Performance Committee and revised clinical risk reporting for the Board and Executive Committee, incorporating measures relating to excellence in care (p93-95).

Accreditation

Bendigo, Berwick, Bunbury, Burwood, Geelong, Murdoch, Pinelodge and Richmond Hospitals underwent accreditation against the EQulP National Standards and successfully met all the required actions within these standards, achieving an average of eight 'Met with Merit' ratings; prior to joining St John of God Health Care, Mt Lawley Hospital successfully achieved ACHS accreditation against the 10 National Safety and Quality Health Service Standards; Health Choices was accredited under ACHS EQulP5 Standards (p56).

Environment

Won the WA Waste Authority Infinity Award for reducing landfill through a program to reuse and recycle deep vein thrombosis sleeves, or compression stockings, used extensively in hospitals for immobile or surgical patients to reduce the risk of developing deep vein thrombosis.

Social Justice

Recognised for Excellence in Strategic Partnerships with a WA Health Award for increasing the capacity of healthcare workers to provide skilled care to Aboriginal parents; developed Group Social Justice Advocacy Agenda and created role of Group Coordinator Social Justice and Advocacy.

Heritage

Developed Heritage Policy and appointed new position of Group Heritage Coordinator.

Arts and Health

Established an Arts and Health Framework and increased arts sponsorship program.

Awards

Subiaco Hospital midwife Lisa Black was awarded WA Midwife of the Year 2013 by the Australian College of Midwives and Johnson's Baby; Richmond Hospital nurses Sian James and Maria Field were jointly awarded Catholic Health Australia Nurse of the Year 2013 (p61).

OUR STRATEGIC PRIORITIES 2015 – 2019

The Trustees of St John of God Health Care have set down a vision for how our health care group will look five years from now. This foresight is published in the new *Our Vision 2015–2019*. The *Strategic Priorities 2015–2019* document was developed after a rigorous planning process. They build on and amplify the strategies and expectations outlined in *Our Vision* and will assist us to achieve the outcomes identified.

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

The delivery of exceptional health care is the overarching Strategic Priority for St John of God Health Care in the next five years and this applies to all our service areas. The other four Strategic Priorities will enable us to achieve this critical priority.

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

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

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

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

04 Deeper partnering with key stakeholders

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

05 Capital optimisation

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

YEAR AHEAD

In 2015 we will commence initiatives under each of our five Strategic Priorities:

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

- Strengthen clinical Key Performance Indicator (KPI) reporting.
- Roll out a Regional Graduate Program, an Executive Development Program, Nurse Manager Program and complete the Registered Training Organisation (RTO) feasibility study.
- Implement a balanced scorecard KPI dashboard for nursing unit managers.

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

- Complete development of a clinical information technology strategy.
- Renew our website and intranet.

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

- Establish agreed approach and complete transformation of at least one major group-wide process.

04 Deeper partnering with key stakeholders

- Implement an enhanced caregiver community involvement program.
- Develop a model to support deeper partnership with doctors.
- Develop better collaboration with Aboriginal organisations to support employment opportunities as part of Reconciliation Action Plan (RAP).
- Continue to strengthen collaboration with Disability Employment Services to support employment opportunities as part of our Disability Access and Inclusion Plan (DAIP).

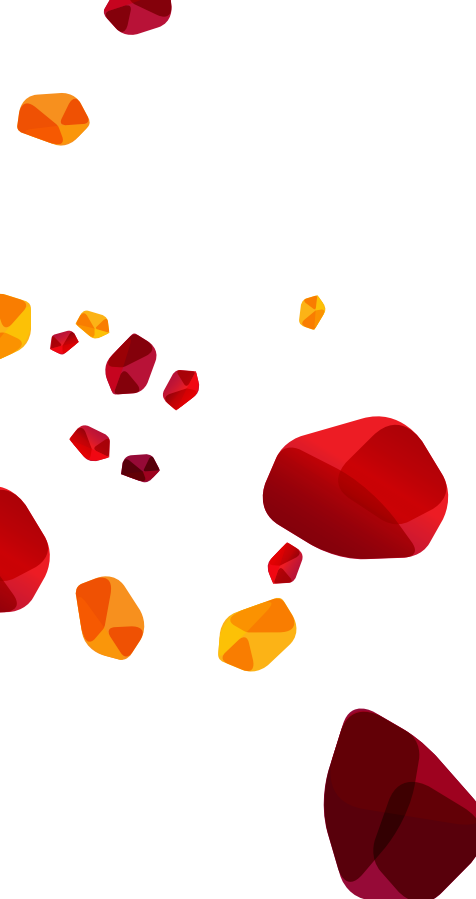
05 Capital optimisation

- Finish construction and landscaping of St John of God Midland Public and Private Hospitals, begin the operational commissioning of the hospitals, progress clinical services planning, finalise purchasing of all required fixtures, furniture and equipment, and progress recruitment.
- Complete Stage One of the Murdoch Hospital redevelopment, including South Wing, Cancer Centre, the addition of four new theatres, Central Sterile Supply Department, ICU refurbishment and car park refurbishment. Commence Stage Two, encompassing the refurbishment of six existing wards, refurbishment of the foyer and construction of a new chapel.
- Continue redevelopment of Bendigo Hospital.
- Complete Accord redevelopment.
- Commence redevelopment at St John of God Mt Lawley Hospital, with \$14 million committed over the next five years.

The delivery of exceptional health care is the overarching Strategic Priority for St John of God Health Care in the next five years.







OUR ORGANISATION

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As a ministry of the Catholic Church we are proud of our heritage and identity. By keeping alive the physical and cultural links with the past we maintain a source of hospitality, healing and inspiration both now and in the future.

ORGANISATION

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

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

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

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

Vision, Mission and Values

Our Vision

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

Our Mission

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

Our Values

Our Values guide us in delivering our Mission.

Hospitality

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

Compassion

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

Respect

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

Justice

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

Excellence

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



This year we acquired Mercy Hospital Mount Lawley and continued the legacy of Catholic care started by the Sisters of Mercy. Pictured: SJGHC Chairman of the Trustees, Eva Skira and MercyCare Trustee Tony Wheeler joining in the symbolic lighting of the flame at the blessing of St John of God Mt Lawley Hospital.

Ballarat Hospital's last three St John of God Sisters retired to Perth in 2014, leaving behind a legacy of more than 100 years of service between them.



Our symbol

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

Founding story

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

The Congregation of the Sisters of St John of God was founded in Wexford, Ireland in 1871. Word of their skill in health care spread rapidly and in 1895 eight Sisters were asked by Perth's Bishop, Matthew Gibney, to travel to the Western Australian goldfields to care for the typhoid stricken. The Sisters went on to establish hospitals, pathology and social outreach services.

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

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

Structure

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

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

Key result areas

Our key result areas inform our annual operational plans. Further detail on how our organisation executed the plans for 2013/14 in each key result area follows throughout the Annual Report.

- 1/ Culture (p70)
- 2/ Excellence in care (p56)
- 3/ Excellence in governance and management of resources (p93)
- 4/ Formation, education and leadership (p77)
- 5/ Social justice (p81)

SUSTAINABILITY

The long-term sustainability of the health services we operate is critical to continuing the healing mission of the Sisters of St John of God as established in 1895, and to which St John of God Health Care was entrusted 25 years ago.

The Sisters' foresight in delivering health care services that were responsive to the needs of the community provides inspiration for St John of God Health Care today to ensure our distinctive care continues for future generations.

Sustainability means responsibly managing our operations to enable us to continue to provide for the health and wellbeing of those who seek our care, as well as for our caregivers.

Throughout this Annual Report, you will find reference to sustainable activities in critical areas of our organisational operations. The sustainability matrix on the next page will guide you through our endeavours.

Financial (p18)

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

The introduction of two more Specialist Training Program positions at St John of God Geelong Hospital will allow more doctors like Dr Trish Banks, pictured, to complete their specialist training at a private hospital.

Workforce (p69)

With an increasing demand for health care and with our own hospitals expanding or being built, our workforce is growing. When Midland Public and Private Hospitals open in 2015, more than 1,000 new caregivers will join us at St John of God Health Care. We undertake workforce planning, consider how we attract and retain caregivers, and support the growth of our caregivers through professional and technical development. We must also maintain a safe and healthy environment for patients and caregivers.

Education and training (p65)

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

Environment (p85)

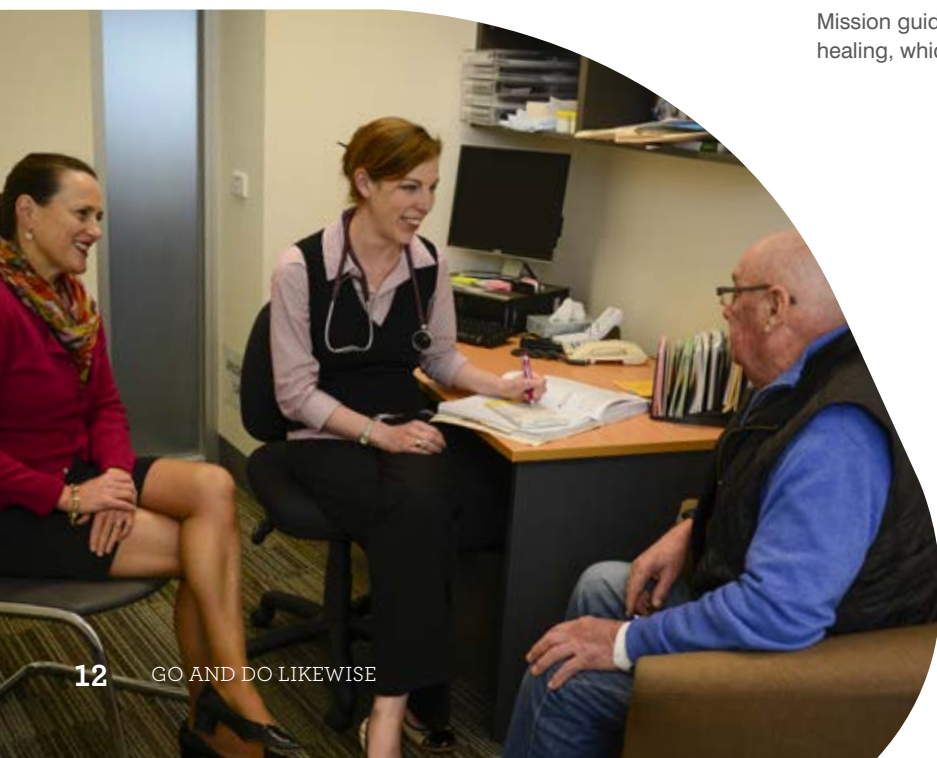
Monitoring the impact of our operations on the environment, and instigating changes to minimise this, is crucial to ensuring the sustainability of our operations. Initiatives introduced this year have reduced our energy and water usage and cut waste and carbon emissions. Opportunities were taken to raise awareness amongst caregivers of the impact their individual actions can have on our environment.

Community (p79)

In addition to providing hospital and other healthcare services, St John of God Health Care supports the greater wellbeing of the communities in which we operate through community engagement, outreach programs and social justice initiatives that seek to address disadvantage and build capacity.

Culture (p69)

St John of God Health Care is committed to building stronger communities through the living of our Mission and Values in all interactions with one another and with our communities. Our Mission guides us in building strong foundations of faith and healing, which promulgate our culture and Service Ethos.



SUSTAINABILITY MATRIX

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

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CHAIRMAN'S REPORT

The year to 30 June 2014 marked the end of a five year strategic planning cycle for St John of God Health Care.

The last five years have been characterised by growth as we have risen to the challenge of meeting growing demand for our services.

We are extremely pleased with the progress of our greenfield development at St John of God Midland Public and Private Hospitals. As at 30 June 2014, the hospitals were 70% complete, on time and within budget. Just as importantly, there is strong local engagement and we have developed good relationships and links within the local community. The purchase in May 2014 of Mercy Hospital Mount Lawley, now St John of God Mt Lawley Hospital, in the same corridor as the Midland Hospitals, will allow us to provide expanded and new services to people in the north-eastern suburbs of Perth in an integrated and cost-effective way.

A number of redevelopments were completed this year, including a \$15 million redevelopment at St John of God Burwood Hospital in February 2014 and a \$68 million project at Geelong. St John of God Murdoch Hospital completed a significant proportion of its \$236 million redevelopment, also ahead of schedule and on budget.

Pleasingly, we also announced the approval of two new redevelopments. St John of God Bendigo Hospital commenced a \$41 million redevelopment and St John of God Accord has an \$8 million project underway that will allow us to almost double the services we offer to people with disabilities living in Victoria.

Social justice and outreach

Social justice and outreach is embedded in all our divisions and continues to grow. We allocate 2% of revenue to help address some of the inequities that exist in health and wellbeing in communities that have extra needs, both within Australia and our near neighbours in the Asia Pacific region. In 2013/14 we were pleased to be awarded a WA Health Award for Excellence in Strategic Partnerships by the Department of Health WA.

We also celebrated the 10th anniversary of our involvement in Timor Leste. Since 2004 we have been working alongside the Timor Leste Government in supporting health outcomes and building expertise and capability in areas such as pathology and nursing.

As a Mission-driven organisation with a strong focus on ethics at its core, St John of God Health Care has a responsibility to provide exemplary leadership within the area of corporate responsibility and sustainability.

We are continuing to make good progress in the area of sustainability with initiatives underway across all our divisions to reduce energy and water usage and cut waste and carbon production. One of our programs was recognised through a Waste Authority of WA Infinity Award in the business category for recycling and waste reduction.

Board sub-committee restructure

In 2013/14 we restructured a number of our standing sub-committees. The Finance and Investment Committees were merged and we established a new Clinical Performance Committee to oversee excellence in clinical care. This brings the number of standing committees to five: Audit and Risk, Finance and Investment, Formation, Clinical Performance and Remuneration.

I extend my thanks and appreciation to my hard-working Board for their commitment and also to Michael Stanford, our Group CEO, who continues to do an outstanding job in leading the organisation through a period of growth and expansion while maintaining strong focus on the Mission.

Outlook and priorities

In the face of an external environment in which we anticipate increasing demand for our services and a constantly changing landscape, it's critical that we continue to innovate and adapt. In preparation for the next five year cycle, St John of God Health Care undertook a 12-month formal scenario planning exercise to identify the various permutations and challenges that the health industry and our organisation may face in the next five years and the measures needed to respond to these. This was a rigorous process involving many levels of the organisation and the result was five Strategic Priorities with specific granular outcomes to be achieved by 2019.

These build on the strategies and expectations outlined by the Trustees in Our Vision and the Board and I feel very confident that we have developed a robust and comprehensive approach to allow us to embrace the challenges and opportunities that lie ahead.

Finally, I thank all those who have made 2013/14 an outstanding year for St John of God Health Care: our caregivers, doctors, allied health practitioners and volunteers. It is with pride and gratitude that we approach the 25th anniversary of the creation of St John of God Health Care Inc. and we can look forward to the future with confidence.



Tony Howarth AO
Chairman



GROUP CEO'S REPORT

This year has been another year of significant growth and development for our organisation. While continuing to focus on the delivery of excellent care we have completed a number of our planned capital expansions as well as the acquisition of Mercy Hospital Mount Lawley in Perth in May 2014.

People

With caregivers being the key to the delivery of our Mission, we were delighted during the year to have our workforce expand by a further 10% to 10,850 caregivers. We welcomed our new caregivers at Mt Lawley Hospital as well as those recruited to support our expansions at our Geelong, Murdoch, Bunbury and Burwood Hospitals.

As we move toward the November 2015 opening of our Midland Public and Private Hospitals our recruiting efforts have been ramped up significantly including a significant increase in graduate nurse positions and an overseas recruitment campaign.

Critical to our success is having an engaged workforce, and to that end a significant effort has been made during the year to respond to the feedback received from our caregivers in the last Press Ganey Staff Satisfaction Survey. In addition, our existing caregivers at sites where there have been major expansions have worked through a cultural alignment strategy to ensure that new caregivers are welcomed into a highly engaged team.

The continued implementation of our Occupational Health and Safety Strategy has seen a further decrease in serious lost time injuries as well as significantly increased reporting of risks, hazards and incidents. These are pleasing milestones on our journey to best practice workplace safety for our caregivers. We believe we are now close to best practice in the health sector.

Training and development of health professionals is an important focus for us and it is pleasing that we have significantly increased the number of training places across medical, nursing and allied health professions during the year.

Many of our caregivers have received recognition of their excellent work throughout the year and we are very proud of these achievements (p61).

Financial Stewardship

In a year where we have invested \$194 million in redevelopments and upgrades, more than ever before, it has been important for us to manage all our resources in a prudent manner.

Pleasingly, we continued to meet the performance measures set for us by our Board and Trustees whilst bringing on line our major redevelopments at our Bunbury, Burwood and Geelong Hospitals, substantially completing Stage One of our \$236 million Murdoch Hospital redevelopment – including the 11,000 square metre Wexford Medical Clinic – and moving our Midland Public and Private Hospitals' construction to 70% complete at 30 June 2014.

Revenue grew by 8.1% for the year to \$1.16 billion with admissions to our hospitals growing by 6%, led by strong day stay admission growth (8.6%). Procedures grew by 7% while births grew by 0.5%. Pathology services experienced growth in episodes of 5.3%, which was both above trend and in line with the broader market.

Our overall surplus (measured by our EBITDA/Revenue %) increased to 11.2% for the year (up from 9.6%). In a period where our external borrowings are coming to their peak during the major expansion phase, meeting these financial stewardship targets is a key imperative.

Service Quality and Excellence

A number of our hospitals have undergone accreditation surveys under the new Australian Council on Health Care Standards process which incorporates the National Standards. Pleasingly, we have not only achieved the required standards but, on average, have received eight 'Met with Merit' ratings per survey. We understand this is currently best practice within the Australian hospital sector.

Our hospitals have consistently rated highly in the measures of quality reported by the National Hospital Performance Authority on its MyHospitals website. In each measure reported we have performed well above the national average.

Year ahead

In 2014 we completed our strategic planning cycle and the development of the Trustees' revised *Our Vision* document. Following a rigorous scenario planning process we have developed the group's Strategic Priorities 2015-2019 (p6). The year ahead will see us commence the implementation of the first stage of initiatives on the pathway to meeting the goals we have set to achieve by 2019.

Our capital expansions will continue with our major development at Midland expected to be almost completely constructed by the end of the financial year with commissioning activities toward a November 2015 opening.

We will continue to grow and expand our services to meet the needs of the communities we serve as we strive to be a leading provider of healthcare and social services in Australasia.

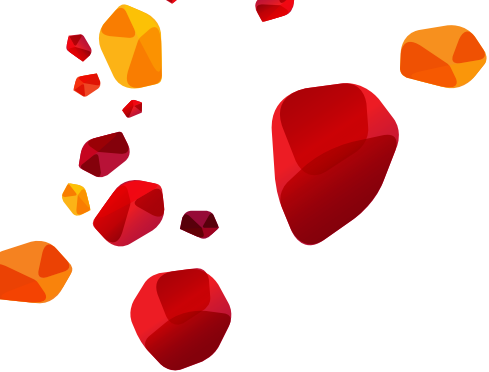
I would like to thank my Group Management Committee colleagues, all our 10,850 caregivers, our doctors and allied health practitioners, volunteers and consumer representatives for their outstanding work and commitment during the year.



Dr Michael Stanford
Group Chief Executive Officer







STEWARDSHIP

In this section

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Building healthy communities	24

Redevelopment of the St John of God Geelong Hospital was completed in April 2014 and is expected to inject \$208.3 million into the local economy annually.

FINANCE OVERVIEW

Consolidated statement of comprehensive income

For the year ended 30 June 2014	FY 2013/14 \$m	FY 2012/13 \$m
Revenue		
Hospital income from ordinary activities	976.3	896.9
Pathology income from ordinary activities	124.0	118.5
Other income	56.4	54.7
Total revenue for the period	1156.7	1070.1
Expenses		
Employment costs	601.9	558.7
Medical consumables and supply expenses	277.2	266.5
Other expenses from ordinary activities	148.6	141.9
Total expenses for the period	1027.7	967.1
EBITDA	129.0	103.0
Interest, depreciation and amortisation	52.3	51.0
Net surplus for the period	76.7	52.0

Consolidated statement of financial position

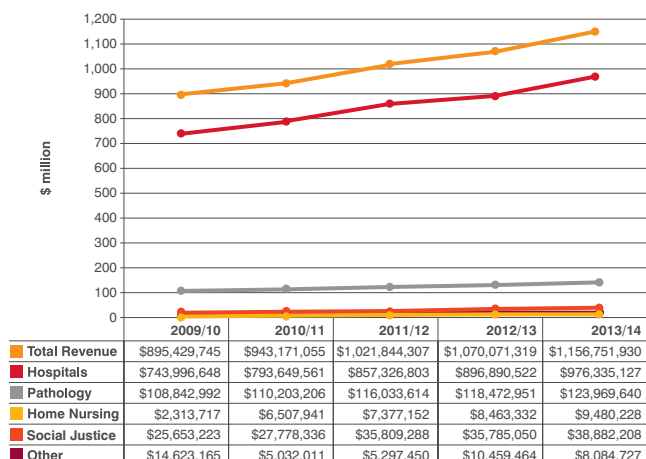
As at 30 June 2014	FY 2013/14 \$m	FY 2012/13 \$m
Current assets	172.3	154.0
Non-current assets		
Property, plant & equipment	883.8	710.9
Other	61.1	54.6
Total assets	1117.2	919.5
Current liabilities		
Other	235.8	199.0
Non-current liabilities		
Borrowings	250.8	165.4
Other	43.6	48.0
Total liabilities	530.2	412.4
Net assets	587.0	507.1
Equity	587.0	507.1

Consolidated cashflow statement

For the year ended 30 June 2014	FY 2013/14 \$m	FY 2012/13 \$m
Net cash inflows from operating activities	122.4	85.5
Net cash outflows from investing activities	(195.6)	(173.4)
Net cash flow / from financing activities	78.2	78.5
Net increase / (decrease) in cash and cash equivalents	5.0	(9.4)
Cash and cash equivalents at the beginning of the year	24.0	33.4
Cash and cash equivalents at the end of the year	29.0	24.0

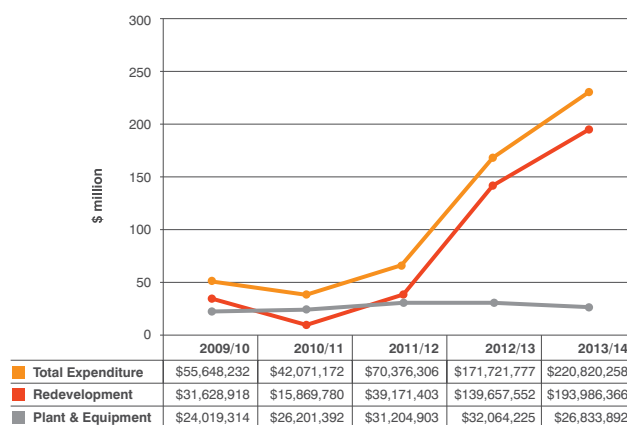
STEWARDSHIP

Revenue



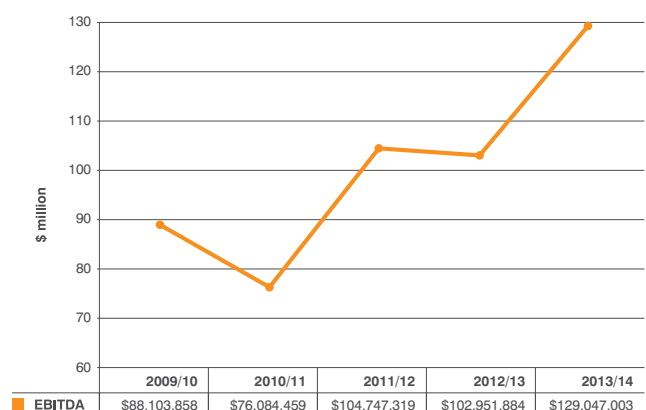
Revenue grew 8.1% for the year, led by hospital growth of 8.9% and home nursing growth of 12.0%. Despite doing 5.3% more episodes of service, Pathology's revenue grew by 4.6%, reflecting the tough conditions in the Pathology sector. Pleasingly, revenue from governments for the provision of social outreach services grew 8.7%.

Capital Expenditure



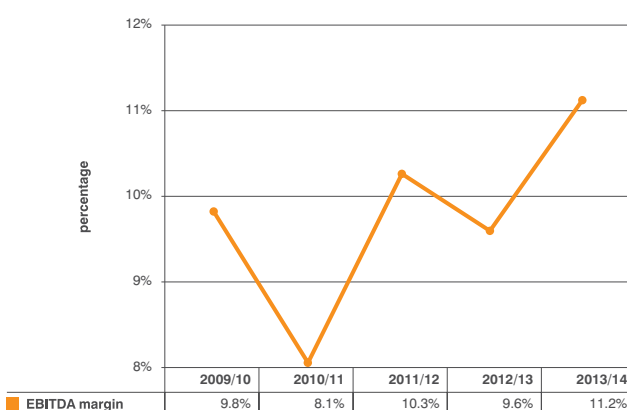
The financial year 2013/14 represented the high-point of our current redevelopment cycle. The \$194m figure represents major investments at our Murdoch, Geelong, Burwood and Midland Private Hospitals and various other redevelopments. The capital expenditure figure excludes acquisition costs.

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



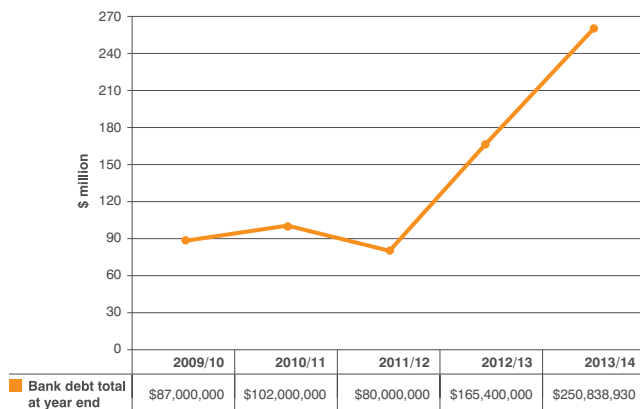
We achieved an EBITDA of \$129m in 2013/14, which represents a 25.3% increase on the prior year and was due to a combination of stronger hospital results and the development of the St John of God Wexford Medical Centre at Murdoch Hospital.

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



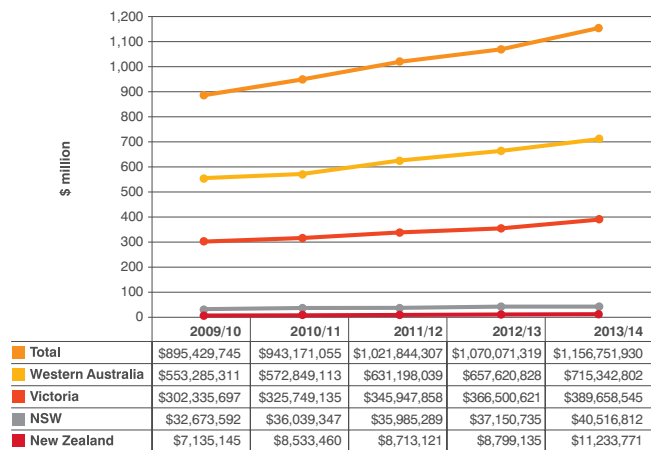
We have a target EBITDA of 10% as part of our approach to good stewardship. We achieved the target this year, an improvement on our trend average of 9.7%. We realised the benefits of our various brownfield developments as well as productivity improvements and strategic procurement initiatives.

Bank Debt



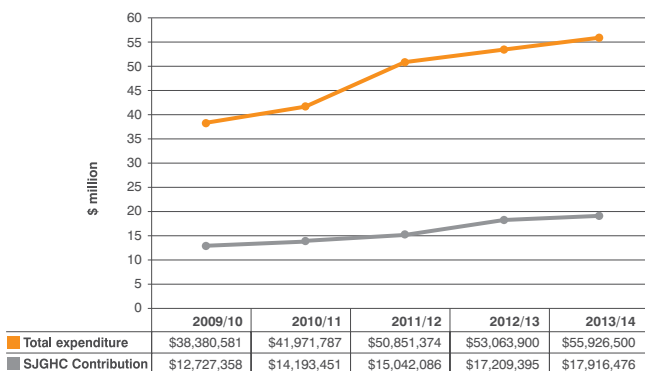
Our capital expenditure is financed primarily by bank debt. This year we increased our bank debt level to \$250.8m, well supported by our bankers. With the reduction in capital expenditure in the year ahead we will reduce our bank debt considerably as our various developments come on stream. We hedge 50% of our bank debt.

Operating Revenue - Geographic Analysis



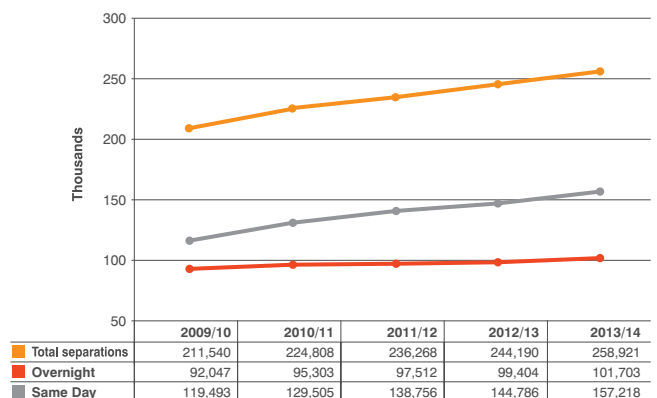
Revenue for the year was up 8.1%. WA increased revenue by 8.8%, in part because of the acquisition of Mercy Hospital Mount Lawley in May 2014. For the year, WA revenue increased marginally to 61.8% of total revenue, while Vic revenue dropped marginally to 33.7%.

Social Justice Expenditure



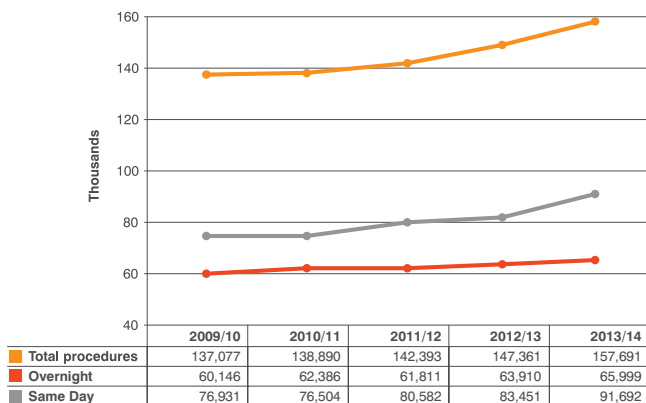
Our Social Justice expenditure during the year grew by 5.4%. Approximately 68% of our Social Justice funding was sourced externally from state and federal governments, the New Zealand government and key partner sponsorships. The remaining 32% (\$17.9m) was self funded by St John of God Health Care.

Separations



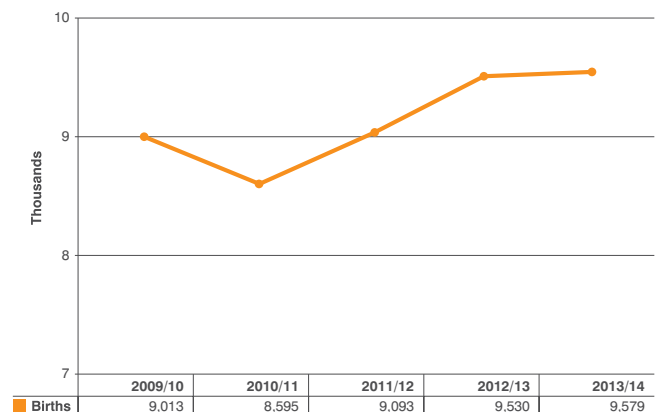
The number of patients admitted to our hospitals grew by 6.0% with overnight patient numbers growing by 2.3% and day patient numbers growing by 8.6%. Overnight patient numbers were slightly above trend due to the acquisition of Mercy Hospital Mount Lawley in May 2014. Day patients now represent 60.7% of total admissions, up from 53.8% five years ago.

Procedures



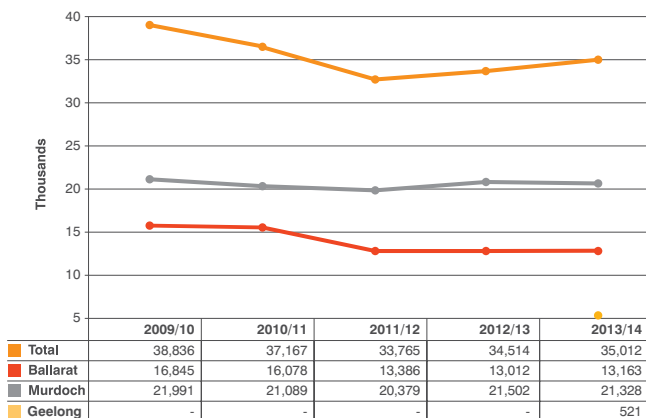
Private hospitals undertake the majority of Australia's procedures. This year our total number of procedures grew by 7.0%. Overnight patient procedures grew 3.3% above the growth in overnight patient separations, and day patient procedures grew by 9.9% above the growth in day patient numbers.

Obstetric Deliveries



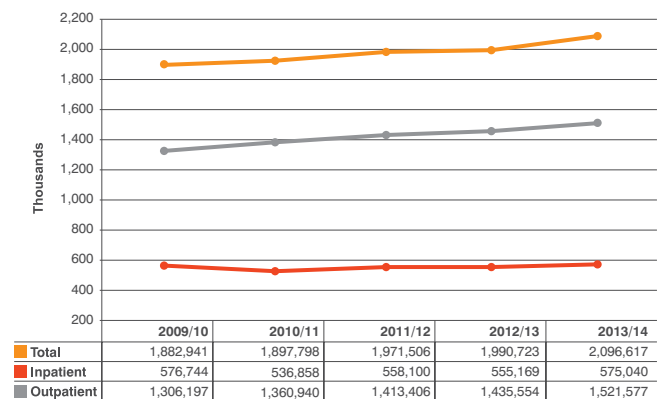
The number of births increased by 0.5%, which was below trend growth over the last five years. This reflects the cessation of our Warrnambool Hospital obstetric service and also difficulties in achieving growth in obstetrician numbers in both metropolitan and regional areas.

Emergency Department Presentations



Although our number of emergency presentations has reduced by 12.8% over the last five years, pleasingly we grew by 1.4% this year, mainly due to the advent of an emergency department as part of our Geelong Hospital redevelopment. The number of presentations at Ballarat and Murdoch Hospitals' have stabilised and the number of admissions for overnight care through our emergency departments has remained stable over time.

Pathology Episodes



Compared to trend growth of 4.0%, we were pleased to achieve above market growth this year of 5.3%. Consistent with the industry, this largely arose from outpatient growth of 6.0%. Overnight patient episode growth of 3.6% approximated the growth in overnight patient numbers.

OPERATIONAL UPDATE

This section summarises progress in our key result areas against the 2013/14 Group Operational Plan and highlights our focus for 2014/15. Outcomes generally affect multiple divisions or a significant component of our operations. The plan was developed with input from divisions, and the actions required group-wide effort. Progress has been recorded using the following symbols:

✓ Achieved → Good progress made ✦ Not achieved or delayed

Culture

Actions	Progress	2014/15 Focus
Implement Occupational Health and Safety (OHS) Strategy	✓ Group-wide wellness program for caregivers implemented and contract management processes strengthened.	- Develop and introduce a caregiver community involvement program across the organisation - Finalise codification of features of Distinctive Care and implement monitoring - Complete feasibility study for SJGHC to become a registered training organisation (RTO) - Implement continuous customer feedback mechanism (Net Promoter Score) in Pathology and Shared Services - Report RAP progress to Reconciliation Australia.
Review OHS Electronic Management System	✓ Incorporated as part of broader review of electronic incident reporting.	
Implement Community Relations Framework (CRF)	→ CRF initiatives continue in all divisions – ongoing.	
Increase cultural diversity within St John of God Health Care (SJGHC)	✓ Phase Two Disability Access and Inclusion Plan approved and implementation commenced; Employment for people with a disability - 79 people applied for positions, 50 potential caregivers were interviewed and 21 were appointed.	
Implement SJGHC Reconciliation Action Plan (RAP)	✓ RAP actions commenced in all divisions – ongoing.	
Strengthen cultural alignment	✓ Strategy developed and underway within divisions with significant recruitment of new caregivers.	
Develop program for celebration of SJGHC's 25th anniversary	→ Planning underway for Mass, a photo book and internal activities. To be implemented at anniversary date in 2014/15.	
Codify distinctive care and develop monitoring approach	→ Draft features identified and further analysis of patient feedback underway.	

Excellence in care

Actions	Progress	2014/15 Focus
Implement SJGHC Nursing and Midwifery Foundations of Excellence	✓ Implementation progressing well, initial evaluation undertaken and scope to be extended.	- Finalise development of clinical information strategy - Secure Board Clinical Performance Committee approval of top level clinical KPIs and establish external reporting - Implement balanced scorecard KPI dashboard for Nursing Unit Managers (NUMs) - Develop five year clinical review plans and actions - Develop strategy to strengthen allied health governance - Implement NUM development program.
Implement Australian Commission on Safety and Quality in Health Care (ACSQHC) Standards	→ Group Clinical Governance Framework revised, Clinical Assurance Program developed and implemented, framework for community and consumer engagement developed, divisional compliance with Standards achieved.	
Implement Pastoral Services Strategy	✓ Research undertaken in conjunction with nursing, midwifery and allied health.	
Revise and review management of clinical data	→ Clinical KPI suite reviewed. Ongoing project.	
Develop group-wide clinical research strategy	✓ Draft strategy completed.	
Undertake clinical review of inpatient mental health services	✓ Completed.	
Review clinical governance of allied health services	✓ Review completed. Report drafted.	

Excellence in governance and management of resources

Actions	Progress	2014/15 Focus
Develop SJGHC Strategic Plan 2015-2019	✓ New Strategic Priorities 2015-2019 developed and communicated across the group.	- Streamline key organisation-wide processes - Improve financial systems - Remodel SJGHC website and intranet - Optimise utilisation of capital - Implement consistent group-wide Business Continuity Plans (BCPs) across Group Services and all divisions - Establish Group Director Governance position to oversee Internal Audit, ERM and Compliance - Develop Assurance Map for SJGHC - Develop Divisional Management Authority Matrix template - Develop stakeholder plans to engage with media and politicians - Ensure baseline information available for each of the Strategic Priority outcomes - Finalise review of electronic incident reporting system.
Strengthen patient and caregiver wellbeing	✓ Audit of policies and processes undertaken and action plans developed and implemented.	
Develop model of project management and change	✓ Model used for integration of St John of God Mt Lawley Hospital adopted.	
Finalise implementation of shared services reviews	✓ Completed across all areas.	
Implement Information Services strategy	➔ Clinical IT strategy under development, core non-clinical systems reviewed and incident reporting system review commenced.	
Develop and implement Group Workforce Strategy	✓ Strategy developed and being implemented.	
Implement Enterprise Risk Management (ERM) framework	➔ ERM framework implementation nearing completion; current risk assurance program revised and changes implemented.	
Strengthen financial risk management	✓ Utilisation of assets review completed; clinical costing tool and productivity improvement model implemented.	
Develop and implement strategic relationship framework with health funds	✓ Implemented.	
Progress greenfield developments	➔ Mercy Hospital Mount Lawley (now St John of God Mt Lawley Hospital) acquired. Midland Public and Private Hospitals development continues on schedule.	

Formation, education and leadership

Actions	Progress	2014/15 Focus
Establish Eastern Region Nursing and Midwifery Clinical School and appoint Professor of Nursing for the Eastern Region	➔ Launched at Ballarat and Geelong Hospitals. Recruitment of Professor of Nursing underway.	Implement formation policy for front-line caregivers.
Conduct feasibility study for SJGHC to become an RTO	➔ Due for completion in 2014/15.	
Develop formation policy for front-line caregivers	➔ Policy developed. Implementation commenced.	
Revise OHS training	✓ Completed.	
Develop cross cultural awareness training as part of Reconciliation Action Plan	✓ Completed.	

Social Justice

Actions	Progress	2014/15 Focus
Develop and implement Group Social Justice Advocacy Agenda	✓ Draft completed and approved.	- Implement 2014/15 Social Outreach Strategy - Implement Group Social Justice Advocacy Agenda and framework - Undertake review of the care experience for patients with a disability; survey perceptions of Disability Employment Services of SJGHC as an employer - Progress Reconciliation Action Plan: Develop and implement online cross-cultural awareness programs; establish relationships with local school career coordinators in relevant divisions.
Develop Social Outreach Services Strategy 2015-19	✓ Strategic direction approved and implementation plan under development.	

BUILDING HEALTHY COMMUNITIES

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

Our building projects – which will contribute to increasing the scale of our operations by 81% over the next five years - are a significant aspect of our commitment to strengthening the communities in which we operate. Through the provision of new and innovative services, we are able to deliver our distinctive quality care to more people.

St John of God Midland Public and Private Hospitals (p30-31)

Greenfield development 2012–2015

- St John of God Health Care has a 23 year contract with the Government of Western Australia to build and operate a public hospital in Midland, Perth. This project represents a joint state and federal government investment of \$360 million. St John of God Health Care is investing a further \$70 million in an integrated private hospital.
- Construction of the greenfield colocated St John of God Midland Public and Private Hospitals began in August 2012 and was 70% complete by June 2014. The hospitals are due to open in late 2015.
- Providing 307 beds, the public hospital will offer a wide range of services to the community of Perth's eastern suburbs and areas of the Wheatbelt, free of charge to public patients, while the 60-bed private hospital will offer the choice of private health care.
- The public hospital will significantly increase the number of patients able to be treated locally from 35% to 75%.

St John of God Accord (p40)

Redevelopment 2014

- St John of God Accord has commenced an \$8 million project to construct purpose-built buildings and outdoor areas specifically designed for the delivery of day services to people with an intellectual disability.

St John of God Bendigo Hospital (p42)

Redevelopment 2014–2016

- St John of God Bendigo Hospital commenced a \$41 million redevelopment project to extend the existing three levels of the hospital and add 46 new beds. In addition, the project will include a new operating theatre, reconfiguration and upgrade to the operating suite / recovery areas, refurbishment of existing patient rooms and an upgrade to the main entrance and parking facilities.
- An upgrade and refurbishment of 69 ward rooms, front reception, the atrium and external facade is also planned as part of the redevelopment.

St John of God Bunbury Hospital (p32)

Redevelopment 2012–2014

- An expansion of the Renal Dialysis Unit was undertaken during the year, increasing the number of chairs from seven to 11.

St John of God Burwood Hospital (p48)

Redevelopment 2012–2014

- St John of God Burwood Hospital completed a \$15 million redevelopment in February 2014. The redevelopment included a new 12-bed Mother-Baby Unit, Counselling and Therapy Centre, patient lounges, chapel, reception, gymnasium, additional parking, landscaped gardens and refurbished rooms.

St John of God Murdoch Hospital celebrated the opening of the Wexford Medical Centre in February 2014, adding 74 additional consulting suites, pathology services, radiology, a café and retail space.



St John of God Geelong Hospital (p45)

Redevelopment 2011–2014

- St John of God Geelong Hospital completed a \$68 million redevelopment in 2014, in addition to the \$10 million ward refurbishment completed in late 2012. New facilities include a specialist medical clinic, 64 additional inpatient beds, three theatres, a cardiovascular interventional laboratory, emergency department, hydrotherapy centre and gymnasium, car park, café, gift shop, chapel, front reception and caregiver amenities.
- The Emergency Department opened in June 2014, giving the Geelong community its first private emergency department to complement the services currently offered in the public system.

St John of God Murdoch Hospital (p36-37)

Redevelopment: 2011–2014 (Stage One), 2014–2018 (Stage Two)

- A significant proportion of Stage One of Murdoch Hospital's \$236 million redevelopment was completed in 2013/14, on budget and ahead of schedule.
- The Wexford Medical Centre, with 74 consulting suites, was completed in February 2014 in preparation for the commissioning of the new theatre and wards in August 2014.
- The Day Procedure Unit refurbishment was completed in November 2013 and a new Endoscopy Unit, the largest stand-alone unit in Western Australia with five procedure rooms and 30 beds, was completed in July 2013.
- Many support areas were expanded or refurbished and additional car parking was completed in readiness for the commissioning of the main areas in August 2014.
- Stage One of the redevelopment project will be completed in the second half of 2014. The South Wing, Cancer Centre, theatre expansion (adding six new theatres), kitchen expansion, refurbishments of the Central Sterile Services Department, Intensive Care Unit and car park are scheduled for completion in 2014/15.
- Stage Two of the redevelopment project will continue through 2014/15 and will include the refurbishment of six existing wards, foyer, and construction of a new chapel.

St John of God Wembley Day Surgery

Development 2012–2015

- Construction commenced on a \$10 million project to develop and fit out a 23-hour day surgery unit. The unit will comprise three operating theatres, six stage-one recovery beds, nine stage-two beds, six chairs in the discharge lounge and eight overnight beds.

St John of God Hauora Trust (p50)

Redevelopment 2011–2014

- The earthquakes of 2010 and 2011 caused significant damage and destruction to St John of God Hauora Trust's New Zealand facilities. In February 2013, the St John of God Health Care Board approved capital expenditure of \$6 million (AUD) to facilitate the rebuilding of the Halswell and Waipuna buildings damaged in the earthquakes, in addition to funding for a second disability home at Selwyn.
- In addition to rebuilding, the developments will increase clinical capacity and contribute to strengthening the continuity of our Mission toward vulnerable clients in New Zealand.



The \$8 million expansion of St John of God Accord's Greensborough site will deliver an increased range of innovative developmental activities for current and future clients.



The redevelopment of St John of God Burwood included the opening of a new 12-bed Mother-Baby Unit for inpatient care of perinatal mental health disorders, the only unit of its kind in New South Wales.



An artist impression of the new external façade of St John of God Bendigo Hospital, part of a \$41 million redevelopment that will add 46 extra beds and an additional operating theatre.



Construction of a second supported-living shared home for adults living with a physical and/or neurological disability has commenced at Selwyn.



Warrnambool Hospital experienced strong growth in overnight and day patients, with orthopaedic separations increasing by 59%.

SERVICES

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Accord	40	Pathology	51
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OUR LOCATIONS

WESTERN AUSTRALIA

1 Perth

- Drug and Alcohol Withdrawal Network (p38-39)
- Head Office (p106)
- Health Choices (p52)
- Horizon Houses (p53)
- Midland Public and Private Hospitals (under construction) (p30)
- Mt Lawley Hospital (p34)
- Murdoch Community Mental Health (p36-37)
- Murdoch Hospital, including Murdoch Community Hospice (p36-37)
- Raphael Centres (p53)
- St John of God Foundation (p82)
- Subiaco Hospital (p38)

2 Bunbury

- Bunbury Hospital (p32)
- Busselton Day Hospital
- Horizon House
- South West Cancer Accommodation Centre (p32)
- South West Community Drug Service Team (p32)

3 Geraldton

- Geraldton Hospital (p33)
- Horizon House

4 North and Mid-West

- Horizon House Broome

5 Statewide

- Pathology – 6 laboratories and 60 collection centres (p51)

VICTORIA

6 Melbourne

- Accord (p40)
- Berwick Hospital (p43)
- Frankston Rehabilitation Hospital (p44)
- Health Choices (p52)
- Pinelodge Clinic (p46)
- Raphael Centre Berwick (p43)

7 Ballarat

- Ballarat Hospital (p41)
- Bloomsbury House
- Health Choices (p52)
- Pomegranate House (p41)
- Raphael House Ballarat

8 Bendigo

- Bendigo Hospital (p42)
- Health Choices (p52)
- Horizon House
- Raphael Centre Bendigo (p42)

9 Geelong

- Geelong Hospital, including Specialist Centre (p45)
- Health Choices (p52)
- Horizon Houses
- Raphael Centre Geelong (p45)

10 Warrnambool

- Health Choices (p52)
- Horizon House
- Raphael Centre South-West Victoria
- Warrnambool Hospital (p47)

11 Statewide

- Pathology – 13 laboratories and 93 collection centres (p51)



NEW SOUTH WALES

12 Sydney

- Burwood Hospital (p48)
- Casa Venegas
- Raphael Centre Blacktown (p49)
- Richmond Hospital (p49)

NEW ZEALAND

13 Christchurch

- Addington (p50)
- Halswell (p50)
- Selwyn (p50)
- Waipuna (p50)

14 Wellington

- Wellington (p50)

ASIA PACIFIC

Social Outreach services

15 East Timor

- Nursing Development Program (p53)
- Pathology Development Program (p53)
- Primary Health (p53)

16 Tonga

- Tonga Twinning Program

17 Papua New Guinea

- Primary Health

AUSTRALIA – WESTERN AUSTRALIA

ST JOHN OF GOD

MIDLAND PUBLIC AND PRIVATE HOSPITALS

Construction / Began 2012

Opening / Late 2015

Location / Clayton Street, Midland

Chief Executive Officer

Mr Ian Anderson

Beds / 307 public and 60 private

Staff / 1,030 when fully operational

Theatres and procedure rooms
9 theatres and 3 procedure rooms

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



Design, construction and services planning

- Continued construction of the 307-bed public hospital and 60-bed private hospital, reaching 70% completion in June 2014.
- Finalised and gained approval for the detailed design of the hospitals.
- Held a traditional topping-out ceremony to coincide with the last major concrete pour, where a pomegranate tree was hoisted onto the roof. The tree will be planted in the hospital grounds.
- Finalised the interior design and way-finding strategy with input from the Aboriginal community and Consumer Advisory Council.
- Began a public art tender commissioning program which received 170 responses from Western Australian artists. The program is funded by the State Government under the Percent for Art Scheme, which will see \$1 million allocated for public art to be commissioned for the St John of God Midland Public Hospital.
- Made good progress on the buildings' external façade and internal fitout.
- Installed a transparent polymer roof over the public hospital reception atrium, which allows the amount of light and temperature to be controlled according to the time of day and available light.
- Advanced commissioning, patient transfer and reception planning while working closely with the Department of Health WA and other key stakeholders.
- Began the design and implementation of a clinical information system that will allow caregivers to easily view allergies, test results and discharge summaries, from a range of devices.
- Undertook visits to three eastern states' hospitals to investigate their experiences in Catholic identity, culture, redevelopments and greenfield developments.

People

- Suzanne Abercrombie appointed Director of Finance in July 2013.
- Claire Allman appointed Director of Workforce in May 2014.
- Continued detailed workforce planning and identified all of the 1,030 full-time-equivalent roles required when both the public and private hospitals are running at full capacity.
- Appointed medical and allied health heads of departments.
- Began recruitment for non-managerial positions including searching internationally for experienced nurses and midwives.
- Agreed on a process for accreditation of positions in conjunction with the Postgraduate Medical Council of Western Australia and specialist colleges.
- Initiated discussions with North Metropolitan Health Service on the numbers of junior medical officers required on the opening of the public hospital.
- Continued to develop relationships with educational organisations and inform them about education and training opportunities at St John of God Midland Public and Private Hospitals.

Phase One of recruitment kicked off in March 2014, exclusively open to Swan District Hospital staff and St John of God caregivers interested in securing their future career path in the brand new, 367-bed hospitals.

Pictured: Swan District Hospital employees get a first-hand look at the new St John of God Midland Public and Private Hospitals, set to open in November 2015.



Community

- Established a Community Advisory Council to obtain input from the community for the provision of person-focused health care.
- Undertook significant community engagement to ensure the hospitals' design and service delivery is welcoming and culturally appropriate to all people.
- Met with federal and state Members of Parliament and local government officers in the hospitals' catchment area, to inform them of the progress and services that will be provided to their communities.
- Engaged with the Catholic sector to build lasting relationships that will embed the hospitals within the local Catholic community.
- Hosted more than 500 people on site tours including stakeholders, St John of God Health Care caregivers, Swan District Hospital staff and community groups.
- Awarded 11 community wellbeing grants of \$500 to \$2,500 to enable grassroots organisations to run programs that focus on physical, mental, or youth wellbeing.
- Donated \$10,000 to support victims of the Perth Hills bushfire.
- Attended numerous community events including NAIDOC Week, Christmas at the Fayre and Walk the Zig Zag.
- Engaged with volunteers at Swan District Hospital to encourage them to join the new St John of God Midland Public and Private Hospitals community.

Year ahead

- Finish construction and landscaping with handover of the building and grounds expected by June 2015.
- Begin the operational commissioning of the hospitals.
- Recruit for all managerial positions and any remaining non-managerial positions required for the hospitals' opening in November 2015.
- Complete the six public art works and begin installation on the grounds and interior of the public hospital.
- Establish an Aboriginal Reference Group to engage the Aboriginal community in the ongoing delivery of services at the hospitals.
- Progress clinical services planning, including development of area-specific procedures and processes.
- Progress the information services program and begin testing the systems and equipment required to run the hospital.
- Finalise the purchase of all required fixtures, furniture and equipment for all clinical and non-clinical areas.
- Finalise patient transfer and reception planning, including logistics and communication.

Topping out ceremony held in November 2013.

Pictured: St John of God Health Care and Brookfield Multiplex were joined by the Hon. Helen Morton MLC, Minister for Mental Health and member for East Metropolitan Region, as well as representatives from WA Health and the local community.



AUSTRALIA – WESTERN AUSTRALIA ST JOHN OF GOD BUNBURY HOSPITAL

Established / 1927

Location / Robertson Dve and
Bussell Hwy, Bunbury

Chief Executive Officer
Mr Mark Grime

Medical Advisory Chair
Dr Peter Bairstow

Beds / 145

Staff / 563

Accredited doctors / 299

Theatres and procedure rooms

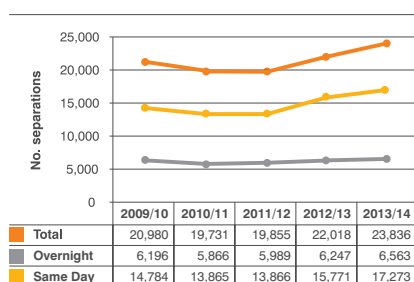
5 theatres and one cardiac
interventional suite

Services / Medical, surgical, cancer
services, renal dialysis, palliative care
– inpatient and community, coronary
care, angiography, allied health,
drug & alcohol services.

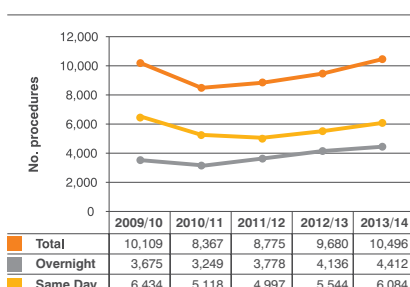


Performance snapshot

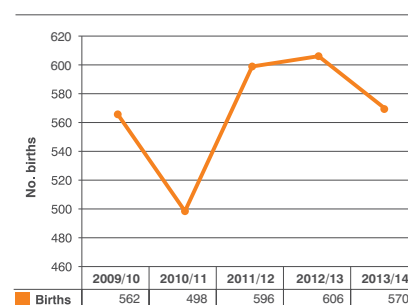
Separations



Procedures



Births



Services

- Received a \$2.55 million grant from the Australian Government to expand and refurbish the Renal Dialysis Unit, which included two isolation rooms, a new reverse osmosis machine, dialysis machines and four treatment chairs, and an additional lift for the medical centre.
- Commenced services at the Coronary Care Unit in February 2014, treating 112 patients in 2013/14.
- Provided 1,781 nights of accommodation at the South West Cancer Accommodation Centre, available to patients eligible for the Patient Assisted Travel Scheme who are undergoing radiotherapy or chemotherapy at the South West Health Campus.
- Underwent the Australian Council on Healthcare Standards, Organisational Wide EQUIP National Standards accreditation, and received 34 'Met with Merits'.
- Raised \$3.2 million for the South West Cancer and Coronary Care Campaign.
- Introduced electronic way-finding signage across the hospital, including electronic signage on doctors' suites.
- Manager Administration and Support Services, Alex Hearn, was appointed to the South West Institute of Technology Board.
- Hosted regional Western Australia's first advanced trainee in palliative care as part of the Specialist Training Program, supported by the Royal Australasian College of Physicians.
- Established full private practice support for a further three general physicians.
- Undertook 1,100 clinical research nurse hours throughout the year, conducting five international clinical trials.
- Used video conferencing to facilitate doctor training via St John of God Subiaco Hospital, and multidisciplinary cancer meetings in the areas of respiratory and urology medicine.

Community

- Relocated the South West Community Drug Service Team into a new purpose-built premises.
- Continued to employ two project officers who support the towns of Collie and Manjimup with their community alcohol management plan.

People

- Kym Cockin appointed Director of Nursing and Midwifery in July 2013.
- Mario Bugna seconded to Director of Mission in June 2014 for a period of 10 months.
- Increased the McGrath Foundation Breast Cancer Nurse positions from one to two.
- Received a \$339,000 grant from Prostate Cancer Foundation of Australia to fund a Prostate Cancer Nurse for the next five years.

Year ahead

- Introduce interventional cardiac angioplasty services in regional Western Australia within the next year.
- Relocate the St John of God Busselton Day Hospital Renal Dialysis Unit into the new Busselton Hospital in December 2014.
- Implement electronic health records for all South West regional cancer patients.
- Implement electronic communication and feedback portals through the use of mobile technology.

AUSTRALIA - WESTERN AUSTRALIA ST JOHN OF GOD GERALDTON HOSPITAL

Established / 1935

Location / 12 Hermitage Street,
Geraldton

Chief Executive Officer

Mr Paul Dyer

Medical Advisory Chair

Dr CH Khong

Beds / 60

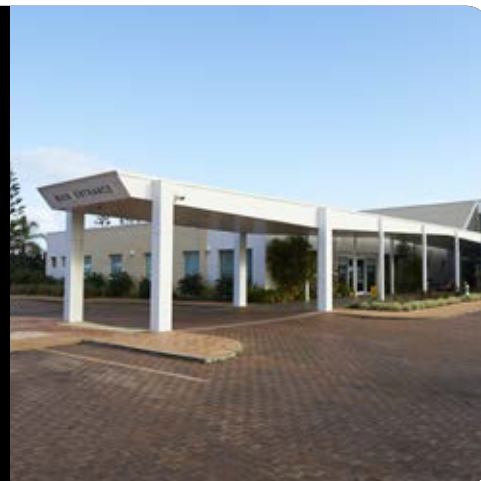
Staff / 169

Accredited doctors / 110

Theatres and procedure rooms

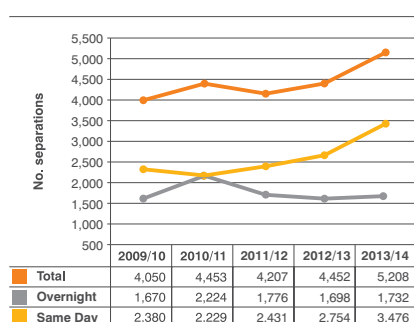
2 theatres, 1 procedure room

Services / Cancer treatment services,
elective surgery, hospice care unit,
obstetrics and outpatient services.

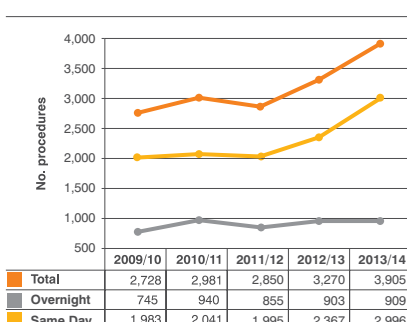


Performance snapshot

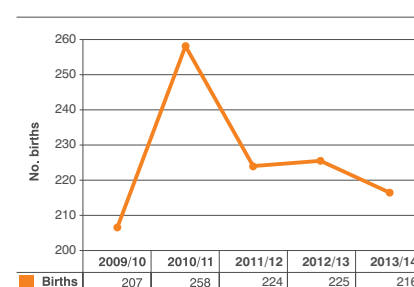
Separations



Procedures



Births



Services

- Provided 611 public ophthalmic surgeries as part of a two year contract with Western Australian Country Health Services.
- Ranked in the top 10% of all hospitals for inpatient satisfaction, according to the annual Press Ganey Survey.
- Ranked in the 98th percentile for doctor satisfaction, up from the 77th percentile, in the annual Press Ganey Survey. This placed St John of God Geraldton Hospital in the top 2% of hospitals nationwide.
- Continued to undertake publicly funded orthopaedic surgery, performing 48 joint replacement surgeries in 2013/14 to alleviate waitlist pressure on Geraldton Regional Hospital.
- Introduced a 'Coffee Cart' to the front entrance of the hospital. All proceeds are donated to the hospital auxiliary and are put towards the purchase of equipment that improves the patient experience.
- Commenced a major upgrade of air conditioning systems with the aim of improving temperature control and delivering savings in running and maintenance costs.

People

- Chief Executive Officer, Paul Dyer, took on the permanent role of Director of Nursing (DON) following continued secondment of former DON, Kacey Johnson, to Clinical Services Project Manager, St John of God Midland Public and Private Hospitals.
- Patient care assistants undertook education to expand their scope of practice in the general ward setting.

- Director of Mission, Alison Dawson, underwent training to enable her to take on a leadership role in conducting St John of God pilgrimages to Ireland and Spain.

Community

- Our kitchen caregivers provided soup for the Red Cross Soup Patrol and Sun City Soup Outreach three times a week. These services help people who are socially isolated or experiencing financial difficulty.
- Hosted two community workshops for local families with child sleep expert, Emma Pollard, in conjunction with Goldfields-Midwest Medicare Local.
- Became a key driver in the development of the Midwest Health and Education Training Alliance. This alliance involves all major health and education providers in the Mid-West, and aims to promote better coordination and collaboration between all parties in the delivery of health education in the region.

Year ahead

- Explore further opportunities to provide government funded services to increase occupancy and alleviate pressure on the public hospital.
- Implement an expanded scope of practice for enrolled nurses in the maternity unit and operating suites.

AUSTRALIA – WESTERN AUSTRALIA ST JOHN OF GOD MT LAWLEY HOSPITAL

Established / 1937

Location / Thirlmere Road, Mt Lawley

Chief Executive Officer / Ms Chris Hanna

Medical Advisory Chair / Dr Anne Brady

Beds / 205

Staff / 546

Accredited doctors / 490

Theatres and procedure rooms

10 theatres

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



Services

- St John of God Health Care was granted approval by the Australian Competition and Consumer Commission, the Catholic Church and other regulatory bodies to transfer Mercy Hospital Mount Lawley from MercyCare in April 2014.
- Mercy Hospital Mount Lawley seamlessly transitioned to St John of God Mt Lawley Hospital on 5 May 2014
- St John of God Health Care Group Chief Executive Officer, Dr Michael Stanford, welcomed the well-established and reputed hospital into the St John of God family and committed to continuing the legacy of Catholic care started by the Sisters of Mercy by investing in further growth and development.
- St John of God Mt Lawley Hospital was officially blessed by the Most Reverend Timothy Costelloe, Archbishop of Perth, on 6 June 2014 with more than 100 guests in attendance. The founding stories of MercyCare and St John of God Health Care were shared and a plaque was unveiled. The blessing of the symbols signified the merger along with the lighting of a shared flame.
- Commenced a redevelopment project with \$14 million committed over the next five years.
- Commenced the development of a rehabilitation services strategy including consultation with key stakeholders.
- Accredited 490 doctors to practice at St John of God Mt Lawley Hospital.
- More than 20 managers completed integration workshops as part of their orientation to St John of God Mt Lawley Hospital. Workshops covered multiple topics including Mission, workforce, supply, finance, information services, and public relations and marketing.
- All caregivers received a Mission orientation, to introduce them to the St John of God Health Care story and Mt Lawley team.
- Kerri James was appointed Volunteer Coordinator and will work to increase the number of volunteers and scope of work. 50 volunteers transferred across from MercyCare.
- Two caregivers attended the St John of God Health Care Maintaining an Ethical Culture program.
- Nurse Unit Manager, Frankie Murphy, is completing the Catherine McCauley Award, a program for women designed to explore and develop leadership and service, grounded in Christian spirituality and concern for social justice.

Year ahead

- Finish the integration of St John of God Health Care systems, processes and policy structures.
- Focus on Service Ethos education for caregivers, to continue the successful cultural integration.
- Develop the St John of God Mt Lawley Hospital strategic plan for 2015–2019 in conjunction with the clinical services plan.
- Continue redevelopment to comply with contemporary standards and upgrade equipment and infrastructure. This will position St John of God Mt Lawley for future growth while continuing to provide outstanding care and support to the Western Australian community.
- Develop and implement rehabilitation services and maternity services strategies.
- Explore social outreach opportunities following release of the Group Social Outreach Strategy 2015–2019.

People

- A new Divisional Management Committee was appointed, including inaugural Chief Executive Officer, Ms Chris Hanna; Director of Mission, Raymond Grapes; Acting Finance Manager, Julia Morrison; Director of Nursing, Susan Cantwell; Director of Corporate and Business Services, Jill Carland and Deputy Director of Nursing, Caroline McGuinness.
- Clinical Nurse Specialist, Lisa Glendining, was elected National Treasurer, Australian Association Stomal Therapy Nurses.
- Area Manager, Anna Beazley, was appointed as a national board member for Credentialing Organisation of Gastroenterology Nurses Ltd.
- All 590 staff members employed by Mercy Hospital Mount Lawley commenced employment with St John of God Mt Lawley or St John of God Health Care shared services on 5 May 2014.

St John of God Mt Lawley Chief Executive Officer, Chris Hanna, cuts cake with Director of Corporate and Business Services, Jill Carland, during the first day celebrations of St John of God Mt Lawley Hospital.



AUSTRALIA - WESTERN AUSTRALIA ST JOHN OF GOD MURDOCH HOSPITAL

Established / 1994

Location / Barry Marshall Parade, Murdoch

Chief Executive Officer / Mr John Fogarty

Medical Advisory Chair

Dr Peter Bremner

Beds / 393

Staff / 1,603

Accredited doctors / 701

Theatres and procedure rooms

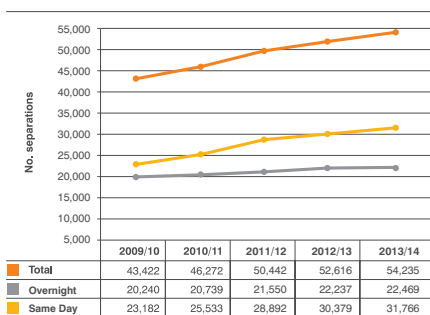
10 theatres, five endoscopy suites, two cardiac and vascular interventional laboratories

Services / Cancer treatment services, elective surgery, emergency department, hospice care unit, intensive care unit, obstetrics, paediatrics, perinatal infant mental health and community mental health.

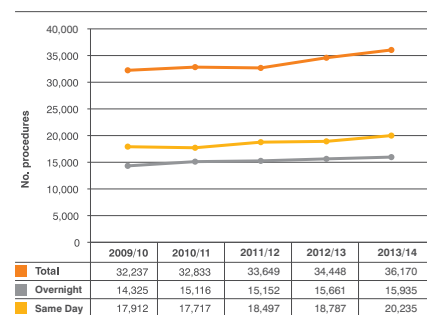


Performance snapshot

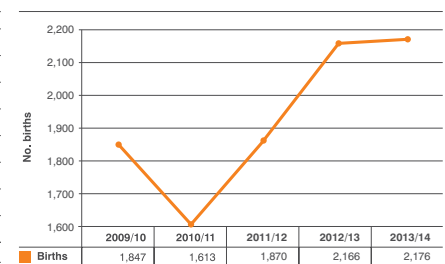
Separations



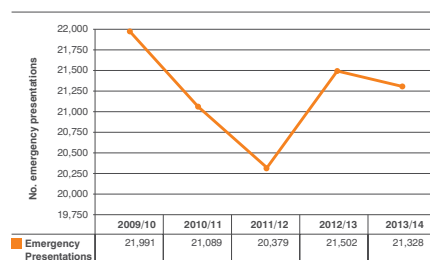
Procedures



Births



Emergency presentations



Services

- Rated the top large private emergency department in Australia by patients and in the top 10% of all public and private emergency departments in the country by Press Ganey.
- Received \$13,200 in federal government funding for participating in 'Investing in Experience' which supports the up-skilling of mature-age workers.
- Secured \$650,000 of Health Workforce Australia funding in partnership with Murdoch University, to further develop simulated training methods provided at Murdoch Training and Education Centre (MURTEC).
- Completed a significant proportion of St John of God Murdoch Hospital's \$236 million redevelopment on budget and ahead of schedule.

- Opened Wexford Medical Centre in February 2014. The centre features 74 consulting suites, radiology, pathology, a cafe and retail space.
- Completed the new Endoscopy Unit, the largest stand-alone unit in Western Australia, in July 2013, with five procedure rooms and 30 recovery beds.
- Added an additional birth suite to bring the total at Murdoch Hospital up to six.
- Completed a Pastoral Services expansion in August 2013, which included additional office and administration space, a quiet room, a shared meeting room and easier access to the north and south hospital wings.
- Expanded the Intensive Care Unit and Coronary Care Unit with an additional 10 intensive care and four coronary care beds, including two type-five negative pressure isolation rooms.
- Completed the Day Procedure Unit refurbishment in November 2013, four months ahead of schedule.
- Added additional car bays and installed boom gate access controls.

People

- Director of Emergency Medicine, Dr Julie Dockerty, became a Fellow of the Australasian College for Emergency Medicine. Julie was the first doctor to gain the fellowship while training at St John of God Murdoch Hospital.
- Academic Support Officer, Freya Shearer, was awarded a Rhodes Scholarship and will study a Masters in Global Health Science and Research at Oxford University.
- Senior Medical Practitioner, Dr Guy Buters, was the first Western Australian doctor to successfully complete the Australasian College of Emergency Medicine diploma.
- Registered Nurse, Jessica Wirrell, won a Western Australian Nursing and Midwifery Award for Preceptor of the Year 2013.
- Registered Nurse, Melissa Coventry, and Graduate Enrolled Nurse, Alison Heeron, were finalists in the Western Australian Nursing and Midwifery Excellence Awards 2013.
- Enrolled Nurse, Toni Johnson, was awarded the Challenger Institute of Technology's Vocational Student of the Year, out of 23,000 nominated students.

- Stomal Therapy/Wound Management/Breast Care Nurse, Anne Tottle, won the Colorectal Surgical Society of Australia and New Zealand scholarship, allowing her to attend the annual Colorectal Spring Meeting in Sydney.
- Enrolled Nurse, Tanya de La Cruz, was a finalist in the Outstanding Graduate category of the HESTA Nursing Awards.
- St John of God Murdoch Hospital recruited nine new caregivers as part of their Disability Access and Inclusion Plan.
- Social and Emotional Wellbeing Family/Youth Support Outreach Worker Kristy Mippy, joined thousands of young people at the 2013 World Youth Day held in Rio de Janeiro, Brazil.
- Launched the St John of God Murdoch Groundbreaker Redevelopment Recruitment program, which saw the appointment of more than 100 caregivers to support expanded services at the hospital.
- Eight volunteers received a service award to celebrate their 20 years of volunteering at the hospital.
- Offered more than 900 student clinical placements in nursing, medicine and allied health.
- Rededicated a hospital tapestry that was originally commissioned by Sr Eugenia Brennan and created by Stewart Merret to commemorate the hospital opening in 1994. It is now located in a specially designed display environment in the walkway linking the Wexford Medical Centre to the original Murdoch Medical Clinic.
- 47 caregivers were involved in the weekly Red Cross Soup Patrol, supporting the homeless and disadvantaged in Fremantle.
- A caregiver provided nursing support to a CanTeen Camp, a youth cancer charity and support organisation for young people living with cancer.

Year Ahead

- Complete Stage One of the redevelopment project in the second half of 2014. The South Wing, Cancer Centre, theatre expansion (adding six new theatres), kitchen expansion and refurbishments of the Central Sterile Supply Department, Intensive Care Unit and car park are scheduled for completion in 2014/15.
- Continue Stage Two of redevelopment in 2014/15, including the refurbishment of six existing wards, foyer and construction of a new chapel.
- Commission a major public art piece for the final stage of the development project.
- Integrate a new workforce of 175 caregivers through a blended approach of face-to-face orientation, onboarding to complete mandatory competencies and administrative requirements, and a meet and greet with their managers.
- The opening of Fiona Stanley Hospital will provide opportunity for collaboration in health, education and research as part of a major new health precinct in the south metropolitan corridor.

Community

- Murdoch Hospital celebrated its 20th birthday with a community open day and internal celebrations in February 2014.
- Murdoch Community Mental Health, located in Fremantle, celebrated its 10th year of providing social, psychological and emotional health programs to the community.
- Began actively engaging with a regional and remote Indigenous community by commissioning 10 leading emerging artists per year to provide 10 artworks for the St John of God Murdoch Hospital art collection.
- Raised \$15,000 for St Vincent de Paul Mandurah, the St John of God Murdoch Hospital Charity of the Year.
- Approved four caregivers to take a combined total of 206 paid community service leave hours to provide nursing care in Africa as members of surgical teams.
- Granted eight caregivers, 'caregivers facing hardship funding' to assist them in times of need.

This year St John of God Murdoch Hospital opened Western Australia's largest stand-alone endoscopy unit, comprising five procedure rooms and 30 recovery beds.



AUSTRALIA – WESTERN AUSTRALIA ST JOHN OF GOD SUBIACO HOSPITAL

Established / 1898

Location / 12 Salvado Road, Subiaco

Chief Executive Officer

Dr Lachlan Henderson

Medical Advisory Chair

Dr Donald Ormonde

Beds / 555

Staff / 2,149

Accredited doctors / 787

Theatres and procedure rooms

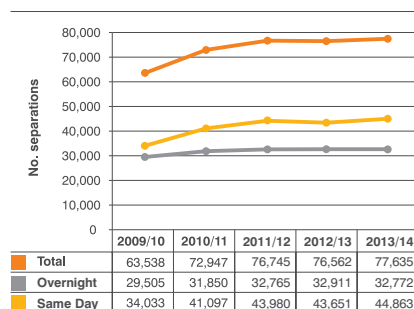
22 operating rooms four endoscopy suites, two cardiac and vascular interventional laboratories

Services / Aged care, cancer treatment services, coronary care unit, elective surgery, intensive care unit, neonatal intensive care unit, obstetrics, paediatrics unit, perinatal infant mental health and community drug and alcohol services.

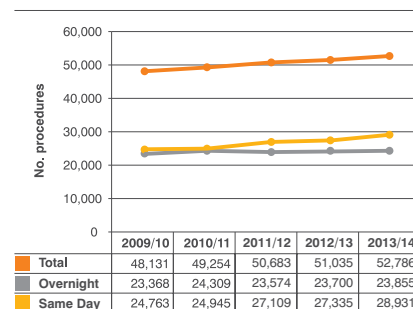


Performance snapshot

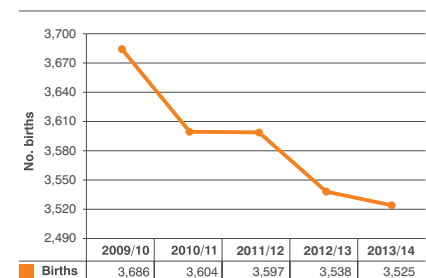
Separations



Procedures



Births



Services

- Performed Subiaco Hospital's first major organ donation, enhancing the lives of five people. The situation saw doctors and nurses willingly give their time and expertise with feedback from all parties involved being overwhelmingly positive.
- Introduced the new model da Vinci Si Robot in July 2013, the only one of its kind currently in use in Western Australia. The robot, currently used only for urology procedures, allows surgeons to operate remote-controlled arms, meaning fewer incisions as well as greater flexibility, precision, dexterity and control than the human wrist.
- Purchased a Brainlab Cranial Neuronavigation System. This system assists surgeons to map their approach before making an incision, track tools in real time and display a tool's position in relation to the patient.
- Procured 83 new anaesthetic machines for St John of God Health Care.
- Established a shuttle bus service to transport caregivers, patients and visitors to and from Subiaco train station.
- The Drug and Alcohol Withdrawal Network (DAWN) was accredited as a Culturally Secure Practice (Alcohol and other Drug Sector) in December 2013.
- Received excellent results during the six month review of the cardiac and thoracic surgery service using the ANZS-CT National Cardiac Surgery Database Program.
- Received a \$5,000 grant from the Cancer and Palliative Care Network to conduct research into how to best support the carers of palliative care patients.
- Partnered with Program of Experience in the Palliative Approach (PEPA) to be a host site for general practitioners and nursing caregivers completing a PEPA placement.
- Established a partnership with Marr Mooditj, a registered training organisation committed to providing quality training and assessment services for Aboriginal and Torres Strait Islander people. St John of God Subiaco Hospital is the preferred clinical placement site for all Marr Mooditj Diploma of Nursing students.
- Launched the 'Con Michael Lecture Series', a two day forum of lectures and workshops that provide education and training in perinatal and infant mental health.
- Introduced an Anaesthesia Portal for all accredited anaesthetists. This portal enables discussion relating to new initiatives and upcoming changes in the hospital through the use of a confidential forum. There is also the ability to view rosters, the Australian and New Zealand College of Anaesthetists website, the Australian Society of Anaesthetists website, and hospital policies.
- Introduced a real-time electronic theatre board that displays information regarding which theatres are occupied by which surgeon, attending anaesthetist and nursing caregivers.
- Created a food service advisor role to improve communication with patients regarding menu selections and special diets, menu changes and food service issues, and to supervise meal service.
- Introduced a concierge service in March 2014 offering visitors and patients help with transportation and information requests as they arrive at and leave the hospital.

People

- Ranked in the 99th percentile for doctor satisfaction in the annual Press Ganey Survey, when compared to private hospitals of the same size. This was the highest result achieved to date by the hospital in this category.
- Dr Joseph Pracilio appointed Director Medical Services in March 2014.
- Laura Colvin seconded for 12 months to the role of Director of Nursing.
- Jane Tuckey appointed Deputy Director of Nursing, Perioperative Services in February 2014.
- Dr Andrew Dean appointed Head of Department, Cancer Services.
- Mr Jurgen Passage appointed Head of Department, Cardiac and Thoracic Surgery.
- Mr Stephen Archer appointed Head of Department, General Surgery.
- Professor Francis Lannigan appointed Head of Department, Paediatric Surgery.
- Dr Clay Gollidge appointed to facilitate Antimicrobial Stewardship Services.
- Drug and Alcohol Withdrawal Network (DAWN) Manager, Elizabeth Wilson-Taylor, accepted an invitation to join the Western Australian Substance Users Association, Committee of Management as a board member.
- Louise Angus appointed Nurse Practitioner Palliative Care, a first for the private sector in Western Australia, and was elected Chair of Clinical Issues Working Group, a statewide local body of palliative care nurses. She presented her research project at the Palliative Care Nursing Association national conference in May 2014.
- Samantha Gibson appointed Nurse Practitioner Oncology, another first for Western Australia, and was named Curtin University's top Nurse Practitioner (Masters) student in 2013.
- Project and Contracts Officer Engineering, Greg White, won a St John of God Subiaco Hospital Occupational Health and Safety Award for his Glide Safe™ IV Pole Transfer System. This system saves time and reduces injury by moving the IV pole (fluids and pumps still attached) from one side of the bed to the other, without disruption to the patient. The system was entered into the Worksafe Western Australia Awards 2014 and is being trialled in Victoria and used in the Intensive Care Unit at St John of God Subiaco Hospital.
- Midwife and Lactation Consultant, Lisa Black, was awarded Midwife of the Year for Western Australia by the Australian College of Midwives and Johnsons Baby.
- Had 18 nurses and midwives nominated for a Western Australia Nursing and Midwifery Excellence Award.
- Nurse Practitioner, Jill Kelly, won the Metropolitan Clinical Registered Nurse Practice Award and was a finalist in the Emerging Leader category.
- Jill also presented at the combined Australian and New Zealand College of Anaesthetists and Royal Australasian College of Surgeons, Annual Scientific Meeting in Singapore.
- Launched the RISE leadership program with a total of 111 nursing and midwifery participants. The 12-month holistic leadership program is designed to identify and develop leaders amongst senior nursing and midwifery caregivers.
- Became an Advanced Life Support training provider for doctors-in-training and critical caregivers.
- Achieved hospital-wide Occupational Health and Safety target of 90 days preventable lost time injury free. A new target of 120 days and increased reporting of hazards and near misses has been established to further reinforce our commitment to reporting and resolving issues prior to an injury occurring.
- The St John of God Subiaco Hospital Volunteer Program celebrated its 30 year anniversary.

Community

- Raised \$7,425 and donated an additional \$15,000 to the Clontarf Foundation, St John of God Subiaco Hospital's Charity of the Year.
- Continued support for Horizon House Dianella and Wanneroo with parent education caregivers providing essential education and support to clients.
- Volunteers raised \$21,560 for various social justice projects.
- 68 caregivers were involved in the weekly Red Cross Soup Patrol, supporting the homeless and disadvantaged in Perth.
- Partnered with various volunteering groups including Rafiki Surgical Mission, Operation Rainbow and International Health Timor Leste.

Year ahead

- Open St John of God Wembley Day Surgery in 2015 with three operating theatres running 23 hours a day.
- Commence the provision of an endoscopic ultrasound service in 2014/15.
- Implement additional nurse practitioner roles in palliative care and oncology.
- Employ another part-time anaesthesia research nurse to accommodate increased anaesthesia research opportunities.
- Develop an anaesthesia availability roster allowing surgeons to easily find an available anaesthetist.

AUSTRALIA – VICTORIA ST JOHN OF GOD ACCORD

Established / 1953

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

Chief Executive Officer / Mr Tony Hollamby

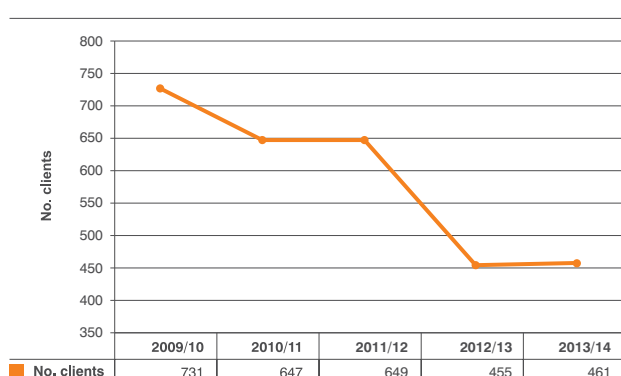
Staff / 335

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



Performance snapshot

Clients supported



Services

- Supported 461 clients and the Individualised Support Service grew by 12% over the 12 months.
- Commenced the \$8 million redevelopment of Accord's Greensborough site in May 2014. It is progressing on time and on budget with an expected completion date in December 2014.
- Engaged with local special development schools in preparation for a new intake of students in 2015.
- Established a family and carers group that met regularly at Accord's Greensborough site to facilitate, discuss and provide input from key stakeholders into the new development.
- Accord Community Engagement Services Western participated in research with Swinburne University, led by Shaun Britton, into augmentative and alternative communication and whether increased image quality improves the effectiveness of communication.
- Partnered with Bendigo Kangan Institute to provide certificate-based studies to Accord Community Engagement Services clients to build skills in work-ready/ education behaviours and workforce preparation.
- Obtained a funded position in The Crunch program, a social enterprise planning program funded by the Lord Mayor's Charitable Foundation.

People

- Chief Executive Officer, Tony Hollamby, chaired the Eastern Disability Steering Network. Tony oversaw the yearly conference and four forums that were attended by multiple disability providers.
- As Treasurer for Catholic Social Services Tony also coordinated forums on financial viability and merger opportunities for smaller Catholic social service organisations.
- Director of Mission, Jim Curtain, presented at the Catholic Social Services Victoria conference in September 2013 on formation for staff and Catholic identity.
- Became the first large disability services provider to finalise an enterprise agreement for caregivers who work in shared supported accommodation services.
- Partnered with Allianz Insurance, Recovre and St John of God Health Care to implement a two year trial of resilience training for caregivers.
- 14 caregivers completed the Certificate IV in Disability.
- Caregiver satisfaction mean results as measured by 'Pulse Survey' in April 2014, increased significantly to 70.5 from 57.7.

Community

- Ongoing commitment to education in the disability sector, with lectures delivered by Accord managers to Royal Melbourne Institute of Technology youth studies students.
- Donated the Stations of the Cross, located at the old Churinga Chapel, to St Catherine of Siena Church, Melton.

Year ahead

- Complete construction and commissioning of the Greensborough site by the end of 2014 and officially open in January 2015. It is predicted that Accord Community Engagement Services will double its client numbers within five years to more than 200 participants as a result of the redevelopment.
- Commence construction of new shared supported accommodation in early 2015, creating an environment in which the people we support are living in appropriately designed and sized homes.
- Finalise the service delivery model in early 2015, setting expectations of both practice and service delivery outcomes for clients.
- Investigate feasibility of a new social enterprise titled 'Project Pomegranate' as proposed by Manager Opportunity Shops, Robert Dobin, and Manager Planning and Employment, Heather Mates, to provide work experience and training for young people with a disability.

AUSTRALIA - VICTORIA ST JOHN OF GOD BALLARAT HOSPITAL

Established / 1915

Location / 101 Drummond Street North,
Ballarat

Chief Executive Officer / Mr Michael Krieg

Medical Advisory Chair

Mr Lachlan Dodds

Beds / 196

Staff / 775

Accredited doctors / 337

Theatres and procedure rooms

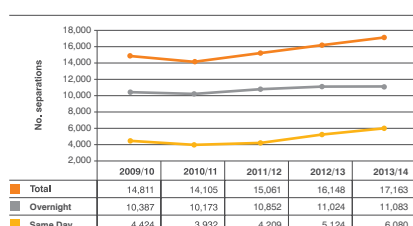
5 theatres, 1 endoscopy suite, 1 cardiac
interventional laboratory

Services / Coronary care unit, elective
surgery, emergency department,
intensive care unit, obstetrics, outpatient
services, rehabilitation unit, perinatal
infant mental health and community
mental health including dual diagnosis
services for young people.

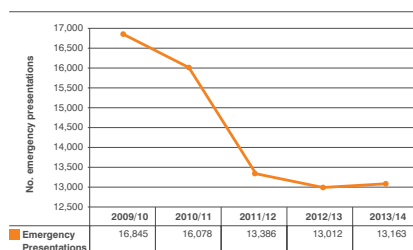


Performance snapshot

Separations



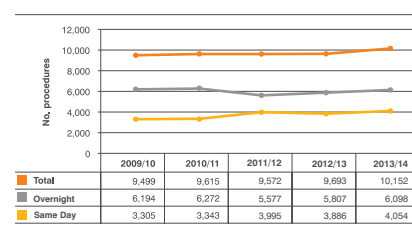
Emergency presentations



Services

- Ranked at the 83rd percentile for day patient satisfaction in the annual Press Ganey Survey, up from the 81st percentile the previous year.
- Observed a 17.9% increase in day patients and a 10.1% increase in births.
- Launched a Nursing Clinical School in partnership with Australian Catholic University, the first school of this type in regional Australia. First and second year students can now complete their clinical placements at St John of God Ballarat Hospital.
- Completed the second year of the Enhancing the Patient Experience Project, a hospital wide integrated improvement system. The implementation of various developments and changes led to a 2.2% increase in hospital occupancy for overnight patients.
- Launched the 'Renew' cancer wellbeing program, which provides exercise and education to support patients recovering from cancer.

Procedures



- Welcomed two pain management specialists who commenced a visiting pain management service from the outpatient rehabilitation unit.
- Held a research symposium in conjunction with Australian Catholic University, showcasing local projects that benefit the community and identifying future research opportunities.
- Completed a feasibility study into the potential for capacity expansion to meet the needs of the growing population.

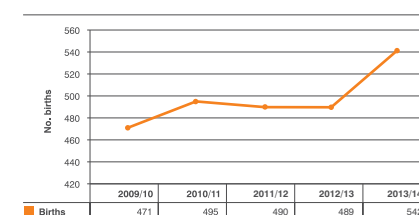
People

- Ranked at the 78th percentile for doctor satisfaction in the annual Press Ganey Survey, up from the 70th percentile in the previous year.
- Dr Harish Kalra appointed Clinical Director Raphael House - Perinatal and Infant Mental Health Service in April 2014.
- Anthony Harrington appointed Manager Social Outreach Services in December 2013.
- Two caregivers were selected to participate in World Youth Day in Rio de Janeiro, Brazil.

Community

- Received funding from Medicare Local for additional child psychology services at Pomegranate House, a community psychology service.

Births



- Pastoral Practitioner/Wellbeing Support Coordinator, Sonia Walker, provided support to the 52 priests of the Ballarat Diocese.
- St John of God Ballarat Hospital, represented by Director of Mission, Maureen Waddington, was appointed to the Bishop's Professional Standards Committee for the Diocese of Ballarat.
- Extended the Tongan Twinning Program with the Tongan Ministry of Health, ensuring ongoing staff exchanges and capacity building for the Tongan community.
- Commenced an annual midwifery exchange of a senior and two graduate midwives to Vaiola Hospital, Tonga.

Year ahead

- Celebrate St John of God Ballarat Hospital's 100 year anniversary
- Finalise scope for hospital redevelopment, and complete electrical infrastructure upgrade.
- Increase caregiver, consumer and doctor engagement and empowerment through continuing the Enhancing the Patient Experience Project.
- Establish and consolidate existing Social Outreach services as one team in a new location.

AUSTRALIA - VICTORIA ST JOHN OF GOD BENDIGO HOSPITAL

Established / 1961

Location / 133-145 Lily Street,
Bendigo

Chief Executive Officer

Mr Darren Rogers

Medical Advisory Chair

Dr Debbie Kesper

Beds / 122

Staff / 517

Accredited doctors / 209

Theatre and procedure rooms

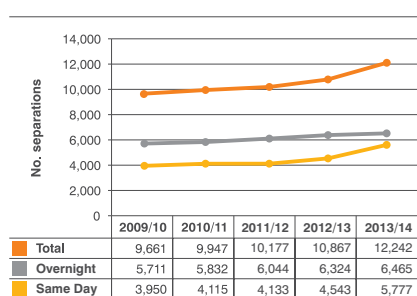
4 theatres, 1 endoscopy suite, 1
cardiac interventional laboratory

Services / Cancer treatment services,
coronary care unit, elective surgery,
intensive care unit, obstetrics,
outpatient services, rehabilitation unit,
perinatal infant mental health.

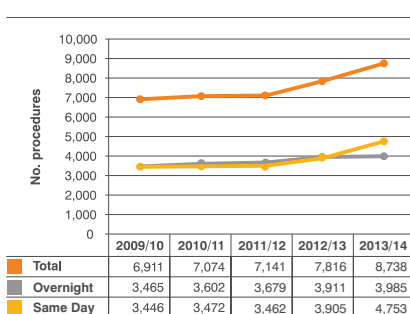


Performance snapshot

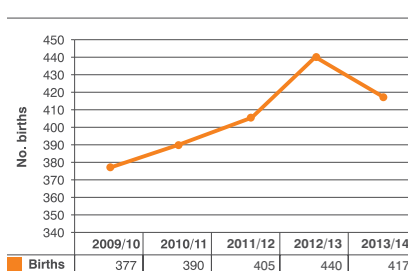
Separations



Procedures



Births



Services

- Gained approval from the Board and Trustees of St John of God Health Care to commence a \$41 million redevelopment project that includes extending the existing three levels of the hospital and adding 46 new beds.
- Underwent the Australian Council on Healthcare Standards, EQulP National Periodic Review in August 2013, receiving 10 'Met with Merits' and no recommendations for improvement.
- One of the first Victorian hospitals to implant the world's smallest cardiac monitor, the Medtronic Reveal LINQ ICM, in May 2014. This monitor is capable of diagnosing potentially dangerous irregular heartbeats that, left undetected, could be fatal.
- Commenced a two day per week volunteer driver program in June 2014, providing door-to-door service for outpatients who are unable to get to hospital independently.
- Continued to rate highly in the Press Ganey Satisfaction Survey, achieving patient satisfaction at the 86th percentile and maternity patient satisfaction at the 99th percentile.

People

- Jane Boyle appointed Director of Nursing and Clinical Services in December 2013.
- Employed a music therapist to support wellbeing and recovery. The therapist visits wards, sings patients' requests and plays music quietly in the corridors.
- Rolled out the Step Up, Speak Up program for senior management, and Values in Action workshops for front-line caregivers.
- Held a Healthy Expo in March 2014 for hospital volunteers, to encourage them to take care of themselves.

Community

- Provided free massages at the annual Run for Dad fun run and walk.
- Provided financial assistance to various social justice initiatives and charities.
- Held multiple fundraisers and appeals for clothing, utensils, tools and educational supplies, to help village families on Doong Island affected by Typhoon Haiyan. Forty large shipping boxes of goods were sent to Haiyan and \$8,000 was raised to build houses and kelp farms, and contribute to other projects.
- Three caregivers were involved in scoping opportunities for future need on Doong Island, as well as distributing food and healthcare services to village families in need.
- Approved five caregivers to take a combined total of 25 days' paid community service leave, completed in the Philippines, Fiji and Ethiopia.

Year ahead

- Commence Stage One of the hospital redevelopment, which will add 46 new beds and one new theatre.
- Implement an easy access medical admissions service, allowing patients to be admitted to the hospital without having to go through the emergency department at the public hospital.
- Expand the hours of operation at the day oncology service.
- Start a \$120,000 major reconstruction of the hydrotherapy pool to modernise the facility.
- Participate in a Surgical Safety Checklists Project being conducted by the Joanna Briggs Institute.
- Report on areas of future need for Doong Island, as part of the Philippines Correspondence Project.

AUSTRALIA - VICTORIA ST JOHN OF GOD BERWICK HOSPITAL

Established / 1939

Location / Gibb Street, Berwick

Chief Executive Officer

Ms Lisa Norman

Medical Advisory Chair

Dr Mark Tarrant

Beds / 74

Staff / 317

Accredited doctors / 332

Theatres and procedure rooms

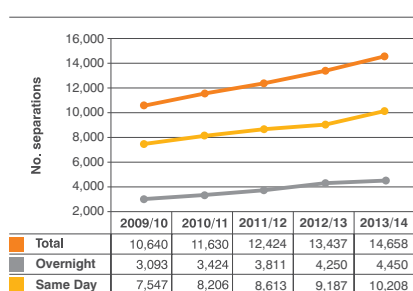
4 theatres

Services / Elective surgery, obstetrics, special care nursery, oncology, medical, palliative care, endoscopy, sleep studies and perinatal infant mental health.

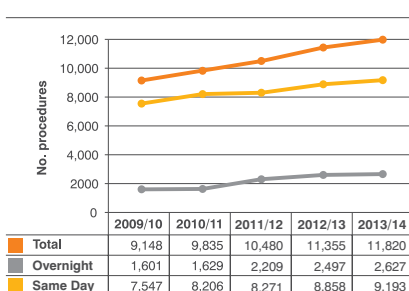


Performance snapshot

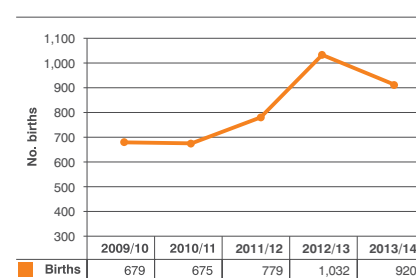
Separations



Procedures



Births



Services

- Experienced growth in most clinical services, resulting in 4% more procedures and 8% more separations.
- Observed a 25% increase in overnight surgical bed days, due to an increase in activity and complexity of surgery.
- Opened a new five-chair Day Oncology Unit and a new chapel, in September 2013.
- Underwent the Australian Council on Healthcare Standards, EQulPNational Organisational Wide Survey in May 2014, receiving three 'Met with Merits' and excellent feedback from surveyors and patients.
- Implemented multi-disciplinary clinical group review meetings chaired by the Medical Advisory Committee Chairman.
- Facilitated five general practitioner education sessions in 2013/14, strengthening relationships with the general practitioner community.
- Fully integrated Pastoral Services into clinical services.

- Increased volunteer coordinator hours in response to increased interest.

Community

- Berwick Hospital celebrated its 10th anniversary under St John of God Health Care ownership, holding community and internal celebrations, including the presentation of pomegranate badges to all caregivers.
- Received \$80,000 in community donations for the Day Oncology Unit.
- Five caregivers self-funded a visit to Vietnam in February 2014, donating health and education resources to the village clinic and school, operating an intensive dental service and delivering staff education in neonatal resuscitation at the regional hospital.
- Up to eight caregivers each month participated in the St Vincent de Paul Berwick Soup Van.

People

- Recruited 42 new doctors as part of the growth strategy, including three oncologists, three cardiologists and two general surgeons.
- Recruited several highly experienced day oncology nurses.
- Maryanne Burr appointed Day Oncology Unit Manager.
- Allison Merrigan appointed Redevelopment Project Manager. This role will ensure the redevelopment plans will strongly engage stakeholders and are in line with the clinical services plan.
- Developed a new model for student placement. This model ensures students are guided by a caregiver and understand the culture, model of care and distinctive difference of St John of God Health Care.

Year ahead

- Officially open the new specialist centre, being built by Generation Healthcare, in February 2015. This centre will be home to our new 12-chair Day Oncology Unit, and provide comprehensive cancer services and medical consulting.
- Finalise redevelopment plans and seek St John of God Health Care Board approval in late 2014.
- Prepare for development of new clinical services, including a cardiac/vascular interventional laboratory, cardiac services, and critical care services.
- Commemorate the 75th anniversary of Berwick Hospital in late 2014.

AUSTRALIA – VICTORIA ST JOHN OF GOD FRANKSTON REHABILITATION HOSPITAL

Established
1976

Location / 255-265 Cranbourne Road,
Frankston

Chief Executive Officer

Mrs Sally Faulkner

Medical Advisory Chair

Dr Bruce Shirazi

Beds / 69

Staff / 217

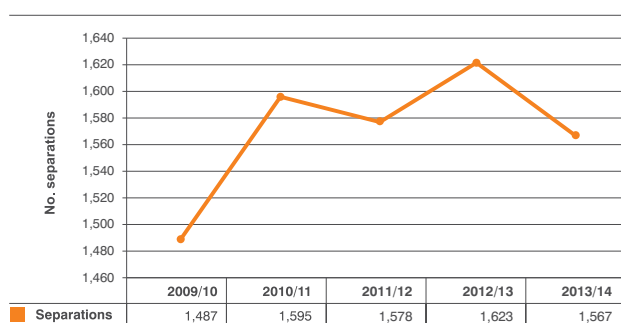
Accredited doctors / 27

Services / Outpatient services,
rehabilitation unit.

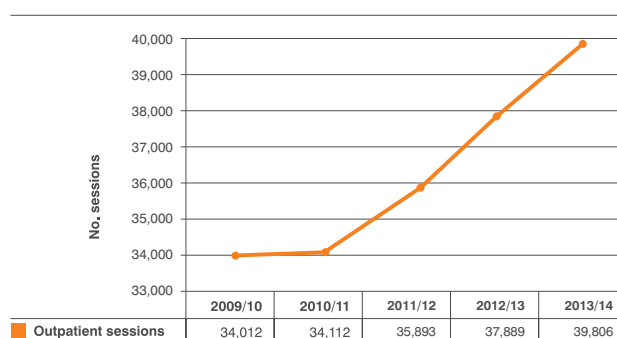


Performance snapshot

Separations



Outpatient sessions



Services

- Increased outpatient rehabilitation services, with the provision of 39,000 sessions this year up from 37,889 the previous year.
- Completed master planning for a \$500,000 major infrastructure upgrade of the air conditioning and hot water systems, with Stage Two completed this year.
- Ranked at the 99th percentile for inpatient satisfaction, when compared to all private hospitals in Australia that provide rehabilitation services.
- Successfully trialled and implemented an outpatient chronic disease management program at St John of God Berwick Hospital.
- Provided allied health services to other health providers in the Frankston/Mornington Peninsula area, where rehabilitation services are unavailable.

People

- Cardiac Program Coordinator, Emma Boston, was appointed President of the Victorian Association of Cardiovascular Health and Rehabilitation.
- Speech Therapist, Gavi Simson, presented at the World Professional Association for Transgender Health Biennial Conference, held in Bangkok in February 2014.
- Pulmonary Program Coordinator, Jo McLaren, presented at the Victorian Allied Health Research Conference in March 2014.
- Associate Nurse Unit Manager, Nomazwe Gomba, travelled to East Timor to provide basic life support education to nurses.

Community

- Partnered with Peninsula Community Ownership Foundation for the fourth year to support Open Family Australia, providing \$60,000 to fund an outreach worker to assist homeless and at-risk young people in Frankston.
- Attended the Men's Shed, Health and Safety Expo held at Dromana Football Club, providing free blood pressure and lung function tests.
- Participated in Harmony Day celebrations for the third year, hosting a shared luncheon with food provided by caregivers. All money raised went towards education costs for a family in East Timor.

Year ahead

- Employ a movement disorder specialty nurse.
- Further expand outpatient services by offering hydrotherapy sessions at the Frankston Aquatic Centre.
- Introduce chronic disease assessment and palliative care programs.
- Further develop the outpatient chronic disease management program at St John of God Berwick, and commence the service at Frankston and Mornington in January 2015.
- Expand the Parkinson's Disease program with the introduction of new therapies as part of a focus on an overall movement disorder program.
- Participate in collaborative research with LaTrobe University in the area of hydrotherapy and its benefits for patients with Parkinson's Disease.
- Continue to examine and implement strategies to improve efficiency and effectiveness in service delivery through patient journey and outpatient projects.

AUSTRALIA - VICTORIA ST JOHN OF GOD GEELONG HOSPITAL

Established / 1974

Location / 80 Myers Street, Geelong

Chief Executive Officer

Mr Stephen Roberts

Medical Advisory Chair

Mr Peter Callan

Beds / 253

Staff / 775

Accredited doctors / 357

Theatres and procedure rooms

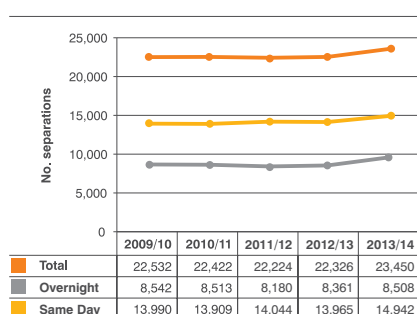
12 theatres, 1 cardiac interventional laboratory

Services / Cancer treatment, cardiology, emergency medicine, intensive care, medical, obstetrics, rehabilitation and surgery, perinatal infant mental health and community youth mental health.

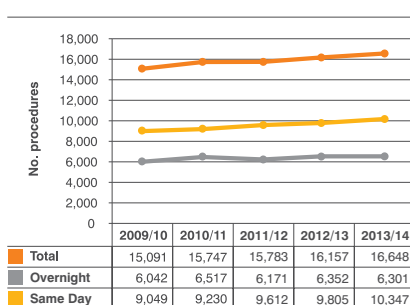


Performance snapshot

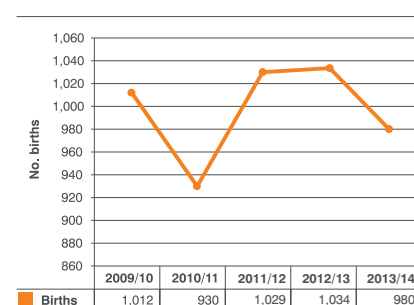
Separations



Procedures



Births



Services

- Ranked in the 99th percentile for day patient satisfaction, 92nd percentile for tests and therapy satisfaction, and 73rd percentile for inpatient satisfaction in the annual Press Ganey Survey for hospitals in the same peer group.
- Completed the \$68 million redevelopment in April 2014. New facilities include specialist medical clinic, 64 beds, three theatres, a cardiovascular interventional laboratory, emergency department, hydrotherapy centre and gymnasium, an underground car park, café, gift shop, chapel, reception and caregiver amenities.
- Implemented a comprehensive rehabilitation service, including a 24-bed inpatient rehabilitation unit.
- Commissioned and opened Geelong's first private emergency department and a 30-bed medical unit.
- Achieved 22 Met with Merit ratings during the Australian Council on Healthcare Standards, Hospital Organisational Wide Survey.
- Formalised a Memorandum of Understanding with Barwon Health to strengthen ongoing collaboration over the future development of new services.

People

- Doctor satisfaction ranked at the 87th percentile in the annual Press Ganey Survey for hospitals in the same peer group.
- Dr Michael Ragg appointed to the new position of Director of Emergency Medicine.
- Collaborated with Deakin University and Barwon Health to appoint Professor Richard Page as Chair of Orthopaedic Surgery.

- Conducted a highly successful recruitment campaign and appointed more than 120 new caregivers.
- Implemented a cultural alignment program designed to enhance the immersion experience of new caregivers.

Community

- St John of God Raphael Centre Geelong celebrated 10 years in the community.
- Supported a medical clinic and community meals program at the local Anglican Church.
- Granted 350 hours of community service leave to 10 caregivers.
- Six nurses travelled to Viqueque, Timor Leste, to deliver training in midwifery and general nursing to 28 local nurses.
- Supported Days for Girls, a volunteer group in Geelong; and Hope Bereavement, a community service for families who have experienced the loss of a child.

Year ahead

- Conduct further expansion of the cardiac and oncology rehabilitation programs.
- Significantly expand the breadth of cardiac services being offered.
- Expand the Specialist Training Program with two additional registrar positions.
- Commence planning for an upgrade and expansion of current education facilities.
- Upgrade kitchen infrastructure to complement new and expanded services.

AUSTRALIA – VICTORIA ST JOHN OF GOD PINELODGE CLINIC

Established / 1980

Location / 1480 Heatherton Road,
Dandenong

Chief Executive Officer

Mr Graham Cadd

Medical Advisory Chair

Dr Igor Shvetsov

Beds / 54

Staff / 126

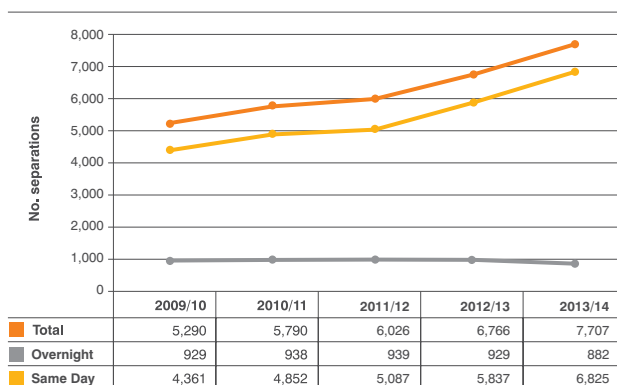
Accredited doctors / 35

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



Performance snapshot

Separations



Services

- Became the first private mental health hospital to achieve a double quality accreditation simultaneously, against both the EQuIPNational and National Standards for Mental Health Services.
- Completed a feasibility study for the expansion of facilities and services including a proposal to construct a new consulting complex and day program centre, expansion of the Kauri Drug and Alcohol Unit, the refurbishment of the Psychiatric Unit and the introduction of aged care.

Caregivers from St John of God Pinelodge Clinic.



People

- The catering department was ranked at the 99th percentile for caregiver satisfaction in the Press Ganey Survey.
- The division was rated number one across St John of God Health Care against the St John of God Nursing and Midwifery Practice Environment Scale, which measures the level of nursing satisfaction in the workplace.
- The Kauri Drug and Alcohol Unit was a finalist in the 2013 Press Ganey Annual Success Story for their innovation and leadership to measurably improve caregiver partnerships. This was an outstanding year for this dedicated unit, which also achieved a 98th percentile rating for caregiver engagement and participation in the Press Ganey Survey, and the highest rating for a mental health unit against the St John of God Nursing and Midwifery Practice Environment Scale.
- Christine McCreery-Iddles appointed Deputy Director of Nursing in October 2013.
- Angela Marroncelli appointed Clinical Educator in March 2014.
- Chief Executive Officer, Graham Cadd, joined the South Melbourne Medicare Local Strategic Advisory Committee.

Community

- Continued a partnership with Ermha by providing funding for the Origins program – a program that cares for recently arrived migrants to Australia who suffer from serious mental illness.
- Fundraised throughout the year for Cottage by the Sea, a registered charity that empowers disadvantaged children, and World Vision.
- Donated \$500 of food each month to the Anglicare food cupboard, which provides food to people in need in the Dandenong area.
- Funded a play group at the local Anglican Church.
- Donated furniture on a regular basis to the St Vincent de Paul Society.

Year ahead

- Finalise business case for proposed redevelopment, including the new day therapy centre and consulting suites.
- Survey the local community for opportunities to support a social outreach service, or engage in partnerships to develop a service that meets an identified community need.
- Assist in the development of a short film promoting the Origins program, with the aim to replicate its success nationally.

AUSTRALIA - VICTORIA ST JOHN OF GOD WARRNAMBOOL HOSPITAL

Established / 1939

Location / 136 Botanic Road,
Warrnambool

Chief Executive Officer
Dr Glen Power

Medical Advisory Chair
Mr Stephen Fischer

Beds / 73

Staff / 216

Accredited doctors / 136

Theatre and procedure rooms

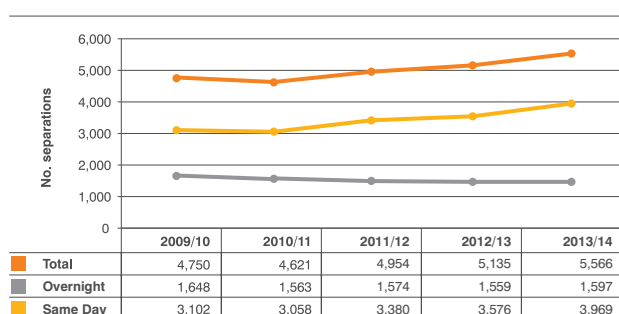
3 theatres

Services / Cancer treatment services,
elective surgery, oncology unit,
outpatient services, psychiatric
unit/ward, rehabilitation unit and
community mental health.

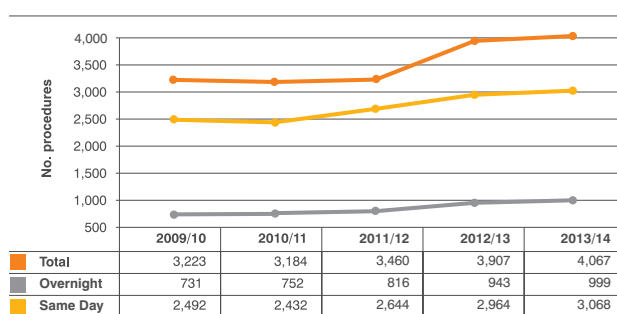


Performance snapshot

Separations



Procedures



Services

- Ranked the highest in Australia for patient satisfaction in the annual Press Ganey Survey of patients from participating public and private hospitals, for a second year in a row. The hospital was also ranked in the top 10% by Press Ganey for day patient satisfaction.
- Experienced strong growth in overnight and day patients, a 12% increase in admissions from regional patients and a 6% increase in admissions from local patients. Orthopaedic and oncology separations increasing by 12% and 59% respectively.
- Performed 51 public elective surgery cases under a new contract with the Victorian Department of Health.
- Observed a 15% increase in outpatient allied health services delivered from the Health Services Centre, with very strong patient satisfaction scores.
- Observed a 61% and 41% increases respectively in referrals to the community mental health nurse and Raphael Centre. The community mental health service orientated more substantially toward youth clients. Referrals of young clients to the service's psychologist and social workers more than doubled in 2013/14.
- Invested \$230,000 on advanced monitoring equipment for the recovery room and clinical ward.
- Introduced a sentinel node detection device that assists surgeons with cancer diagnosis and reduces the need for patients to undergo invasive surgery.

People

- Accredited 11 additional medical specialists within the fields of oncology, sleep and respiratory medicine, anaesthetics, haematology, general surgery and rehabilitation medicine.

Community

- Developed a Memorandum of Understanding with the Gunditjmarra Aboriginal Cooperative, to progress a range of initiatives that will benefit Indigenous health in the region.
- Physiotherapist, Karina Creed, took four months community service leave to work at the Mukti orphanage in India.
- Partnered with Brophy Youth and Family Services to provide the Horizon House residential program.
- Continued to provide assistance to the Warrnambool Soup Kitchen, the Anglicare Empty Cupboard program and the St Vincent de Paul Society Winter Appeal.
- Continued donating clothing and goods to the Salesian Mission Orphanages in Timor Leste and donated used midwifery equipment and lifting machines to St John of God International Health projects in Tonga.

Year ahead

- Celebrate the 75th anniversary of the St John of God Warrnambool Hospital.
- Further develop the regional general practitioner referral base for the hospital through direct liaison with practices.
- Undergo the Australian Council on Healthcare Standards, Organisational Wide Survey in November 2014.
- Focus on perinatal, youth and indigenous health as part of the five year Social Outreach strategy.
- Participate in the Postgraduate Medical Council of Victoria Intern Program in 2015, in collaboration with the Warrnambool Base Hospital and Deakin University Medical School.

AUSTRALIA - NEW SOUTH WALES ST JOHN OF GOD BURWOOD HOSPITAL

Established / 1958

Location / 13 Grantham Street,
Burwood

Chief Executive Officer

Ms June Mattner

Medical Advisory Chair

Dr Stephen Rosenman

Beds / 95

Staff / 207

Accredited doctors / 61

Theatre and procedure rooms

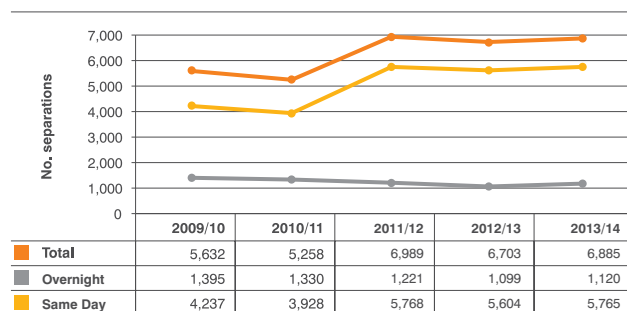
ECT Suite

Services / Inpatient, outpatient and day programs, perinatal women's mental health, and community homes for people with chronic mental health conditions who would otherwise be homeless.

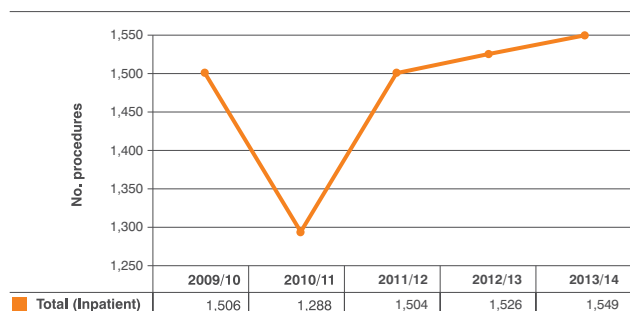


Performance snapshot

Separations



Electroconvulsive therapy procedures



Services

- Completed a \$15 million redevelopment in March 2014. This included an increase in beds from 86 to 95; updated patient rooms, nurse stations, group rooms; four new consulting suites and outside garden area.
- Replaced the existing eight-bed Mother-Baby Unit with a new 12-bed unit. The Mother-Baby Unit is the only service in New South Wales that allows mothers to have their babies with them during treatment for mental illness.
- Increased the Counselling and Therapy Centre outpatient programs from 19 programs in 2012 to 26 programs in 2014.
- Continued to focus on perinatal infant mental health research through the Perinatal Women's Mental Health Unit and new Mother-Baby Unit, led by St John of God Health Care and University of New South Wales Chair of Perinatal and Women's Mental Health, Professor Marie-Paule Austin.
- Data collected from women admitted to the Burwood Mother-Baby Unit demonstrated clear improvements across all outcome measures from admission to discharge.
- Developed and trialed a community outreach service to assist patients after discharge.
- Introduced support groups for clients participating in the Wisemind Group Program and the Schema Support Program.
- Designed a pain management program at the request of the community.
- Increased alcohol and other drug and general mental health support groups to two per month, and introduced one-on-one appointments and telephone support.
- Submitted a tender to the Department of Veteran Affairs (DVA) to provide psychological services for DVA clients.

People

- Professor Marie-Paul Austin, Research Officer, Carolyn Yin, and the Burwood team convened an annual Perinatal Mental Health Seminar in November 2013.
- Occupational Therapist, Mary Morgan, presented on the Circle of Security program at the 6th International Attachment Conference in Pavia, Italy.

Community

- Partnered with Inner West Sydney Medicare Local for a third year to provide free Medicare-funded services with a perinatal psychologist for uninsured patients.
- Partnered with Family Drug Support to provide a clear external gateway for families supporting people with addictions after discharge from hospital.
- Twenty caregivers entered the Dragon Abreast Australia Festival Race Day, to raise funds to support breast cancer patients recovering from treatment.

Year ahead

- Introduce a new pain management program delivered by the Counselling and Therapy Centre.
- Convene the third annual Perinatal Mental Health Seminar to further the development and direction of policy and service in Australia.
- Develop a mobile phone application for perinatal depression screening, in collaboration with Bupa Health to assist women to become aware of and seek assistance for their emotional health needs during pregnancy and the postnatal period.

AUSTRALIA – NEW SOUTH WALES ST JOHN OF GOD RICHMOND HOSPITAL

Established / 1952

Location / 177 Grose Vale Road,
North Richmond

Chief Executive Officer

Mr Strephon Billinghamurst

Medical Advisory Chair

Dr Jeff Bertucen

Beds / 88

Staff / 189

Accredited doctors / 20

Theatre & procedure rooms

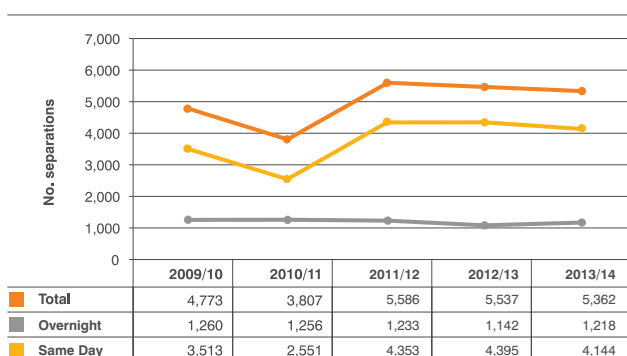
ECT Suite

Services / Inpatient, outpatient and day
mental health programs, and perinatal
women's mental health.

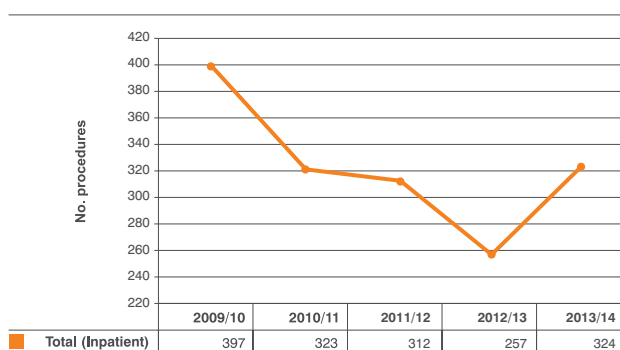


Performance snapshot

Separations



Electroconvulsive therapy procedures



Services

- Received a Mental Health Association of New South Wales, Mental Health Matters Award for the prevention of mental ill health and early intervention.
- Enhanced the exercise physiology program with increased hours and a refurbished gym.
- The Raphael Centre in Blacktown saw 80 families accessing their perinatal mental health services on a regular basis.
- Antenatal referrals at the Raphael Centre Blacktown continued to increase with demonstrable improvement for women accessing these services due to early intervention and care planning.

People

- Mr Strephon Billinghamurst appointed Chief Executive Officer in January 2014.
- Professor Zachary Steel was jointly appointed St John of God Health Care and the University of New South Wales, Professorial Chair for Trauma and Mental Health. The joint appointment will bring university-based research into direct contact with leading treatment facilities in Australia.
- Clinical Nurse Consultant, Sian James, and After Hours Coordinator, Maria Field, facilitated suicide prevention workshops at St John of God Richmond and Burwood Hospitals and Pinelodge Clinic, and were jointly awarded the Catholic Health Australia, Nurse of the Year for this work.
- Clinical Nurse Consultant, Michelle Haling, completed her Marte Meo Supervisor training.

Community

- Partnered with New England Medicare Local to provide an early years' outreach clinic, possibly expanding to Narrabri and Armidale.

- Strengthened relationships with local community groups by providing the Mental Health Professionals Network education sessions at the Raphael Centre Blacktown.
- Provided simulated learning in mental health to local nursing and medical students.
- Invited local health professionals to hear speakers from various backgrounds present on post traumatic stress disorder and dialectical behaviour therapy.
- Participated in the planning and attended the opening of the Soldier On, Reintegration Centre.
- Participated in a formation program for second year teachers working in Catholic schools in the Sydney Archdiocese.
- Concluded a principals' supervision program in April 2014, which assisted in developing a professional supervision support network for principals in remote and regional areas.

Year ahead

- Further the relationship with New England Medicare Local and explore other Social Outreach and satellite service opportunities.
- Continue research into the benefits of exercise and mental health.
- Explore the possibility of internet-based therapies for follow-up care of patients from rural and remote areas.
- Install a community garden at the hospital that will act as therapy for patients.
- Commence refurbishment of the chapel and install an audio visual system.

NEW ZEALAND ST JOHN OF GOD HAUORA TRUST

Locations /

Southern: Trust Office, St John of God Halswell, St John of God Waipuna, St John of God Addington and St John of God Selwyn

Northern: St John of God Wellington

Chief Executive Officer

Mr Steve Berry

Beds / 106

Staff / 250

Services / Long-term residential support for people aged 18-65 with physical and neurological disabilities (Halswell and Wellington); supported accommodation (Addington and Selwyn); youth and social services, and early childhood centre (Waipuna); rehabilitation and therapy (Halswell).



Services

- Restructured the organisation between July and September 2013 to position the Trust for future growth. Services were separated into two divisions: Health and Ability Services, and Community, Youth and Child Services. Regional and area management teams were separated into southern and northern, each picking up responsibility for service development and growth in their region.
- Community, Youth and Child Services Southern supported a record number of 1,740 young people, an increase from 1,400 in 2012/13.
- The Early Childhood Centre at St John of God Waipuna was re-licensed to align with current regulations in June 2014, and increased its capacity from 40 to 55 available places for children.
- Commenced refurbishment and reconfiguration of St John of God Waipuna in June 2013 as a result of earthquake damage. This included expansion of the Waipuna Early Childhood Centre, new caregiver areas, increased counselling suite space and provision of a play therapy room, with expected completion in August 2014.
- Commenced construction of a second supported-living community home at St John of God Selwyn in April 2014.
- Introduced the 'My Life' model of care throughout Health and Ability Services Southern. This model shifts services from a medical to social model of care and was complemented by dividing the existing two wards into four small nursing units, ensuring more individualised care for residents.
- Introduced e-therapy programs to appeal to young people in Community, Youth and Child Services Southern. The innovative programs are called Smart, Positive, Active, Realistic, X-factor thoughts (SPARX) and Body signs, Relax, Activate helpful thoughts, Victory over fears and Enjoy yourself (BRAVE).
- Introduced the Mana Wahine and Young Peoples' Rehabilitative Program, two new adventure therapy programs, to Community, Youth and Child Services Southern. The Mana Wahine program works with young women and the Young Peoples' Rehabilitative Programme works with young people in the judicial system.

People

- Community Action – Youth and Drugs, was awarded Best Video Overall Production by the Health Promotion Agency, for their contribution to the 'Yeah Nah' major nationwide social marketing campaign, which aims to reduce alcohol use in 16-40 year olds.
- Awarded two Watch Wait and Wonder scholarships to Community, Youth and Child Services Southern caregivers.
- Implemented a new performance management system and remuneration system, in conjunction with a specialist national human resources in-house function, for ongoing human resources practice improvement to meet industry best-practice standards.

Community

- Two senior social work practitioners from Community, Youth and Child Services, provided leadership in practice for a collaboration of 16 non-government organisations providing earthquake recovery coordination.
- Partnered with Acorn Trust to open the Halswell Menzshed in September 2013, located on St John of God Halswell grounds.
- Hosted the first 'Carols by Treelight' at St John of God Halswell in December 2013 with plans to make it an annual community event.

Year ahead

- Establish a five-room unit at St John of God Halswell and relocate the current Trust offices.
- Develop new mental health services at Community, Youth and Child Services Southern to keep up with changing community needs.
- Expand the Watch Wait and Wonder program at Community, Youth and Child Services Southern.
- Expand the rehabilitation and therapy program at Health and Ability Services Northern.

AUSTRALIA – NATIONAL ST JOHN OF GOD PATHOLOGY

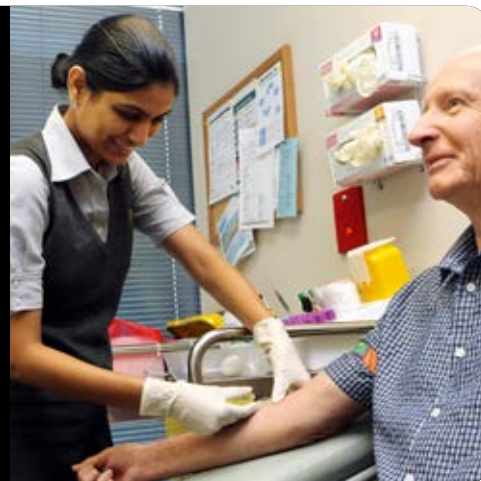
Established / 1940s in Western Australia and 1968 in Victoria

Locations / 18 laboratories and 179 collection centres throughout Western Australia and Victoria

Chief Executive Officer / Mr Michael Hogan

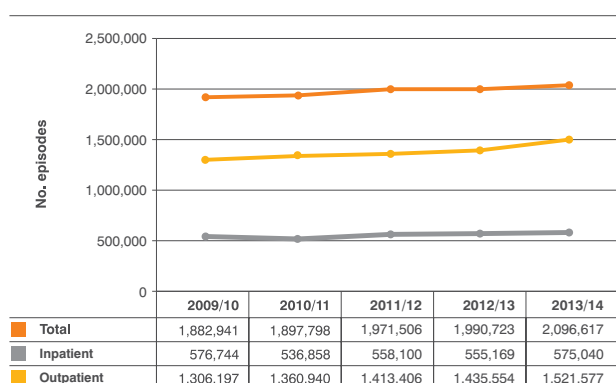
Staff / 1,260

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



Performance snapshot

Pathology Episodes



Services

- Opened 26 new collection centres across Victoria and Western Australia.
- Commenced a dedicated pathology service for the new emergency department at St John of God Geelong Hospital in June 2014.
- Opened a new collection centre at St John of God Murdoch Hospital to support the new services at Wexford Medical Centre.
- Successfully upgraded the information technology infrastructure to support the major LabTrak upgrade. This will result in greater efficiency and reporting functionality across the entire Pathology division.
- Installed new biochemistry analysers in the Bunbury and Geraldton Hospitals' laboratories to support continued excellence in clinical service.
- Introduced Net Promoter Score, a continuous improvement initiative, to seek feedback from doctors.

People

- Recruited six new pathologists across Western Australia and Victoria.
- Scott Wilkinson appointed General Manager Western Australia/Director of Finance in December 2013.
- Michael Courtney appointed Director of Corporate Services in December 2013.
- Four caregivers provided laboratory and collection support to Pathology operations in Timor Leste.
- Two managers completed the Australian Catholic University, Graduate Certificate in Catholic Leadership and Catholic Culture.

- 12 caregivers completed the Diploma of Management offered by St John of God Health Care.

Community

- Strengthened the partnership with Curtin University in Western Australia through a new undergraduate program which saw 21 students participate in pre-analytical and laboratory placements in Western Australia.
- Commenced a program in partnership with The University of Notre Dame, supporting their biomedical science students by offering student placements in St John of God Pathology laboratories.
- St John of God Pathology Bendigo Hospital, sponsored Ismael Baretto, a scientist from East Timor. Ismael is completing his Masters in Laboratory Medicine and, with the help from Bendigo Pathology and an Australian Awards Scholarship, was able to complete his six month professional placement in Australia.
- Sponsored a young person and a Geelong caregiver to participate in the Geelong Kokoda Youth Program. The program works with disadvantaged youth who are at risk of falling out of the school system.
- Caregivers raised more than \$5,000 to assist in opening and refurbishing a collection centre in Timor Leste.
- Provided financial support to Caversham Training and Education Centre.
- Donated aluminium cans to Wheelchairs for Kids, a charity that builds and supplies wheelchairs to disadvantaged disabled children in developing countries.
- Sponsored the BacLinks Workplace Big Day Out with four caregivers supporting and having fun alongside people with a disability.

Year ahead

- Invest in molecular oncology research at the Bendat Family Comprehensive Cancer Centre laboratory.
- Plan for the expansion of services at Bunbury, Geelong and Murdoch Hospitals.
- Plan for the opening of the St John of God Midland Public and Private Hospitals laboratory.
- Continue to invest in information technology infrastructure, including major LabTrak upgrades.
- Implement Net Promoter Score across all remaining collection centres and laboratories.

AUSTRALIA – NATIONAL ST JOHN OF GOD HEALTH CHOICES

Established / 2009

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

Chief Executive Officer

Mr Steve Hall

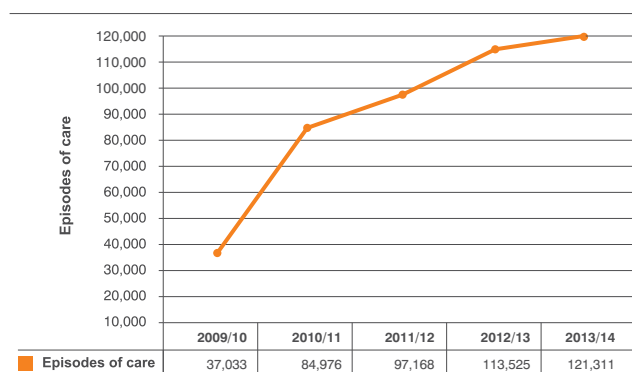
Staff / 142

Services / Home nursing and personal care.



Performance snapshot

Episodes of care



Services

- In our fifth full year of operation, episodes of care increased by 7%, from 113,525 to 121,311 visits, as a result of a general increase in referrals across all sites.
- Ranked in the top quartile of all surveyed home nursing providers across Australia for patient satisfaction in the Press Ganey Satisfaction Survey.
- Received accreditation from the Australian Council on Healthcare Standards in recognition of the achievement of Evaluation and Quality Improvement Program Standards.
- Successfully achieved Community Care Common Standards accreditation at the Ballarat site, for home and community care services delivered.
- Opened a new site in Mandurah, co-located with St John of God Pathology in October 2013.
- Launched a Hospital in the Home service in collaboration with St John of God Murdoch Hospital. This service allows patients to receive acute clinical services in their own home avoiding the need for admission to hospital.
- Successfully tendered to provide nursing and mental health nursing visits to Ambulance Victoria clients in their home reducing unnecessary ambulance transfers to hospital. This service now operates at Health Choices Geelong, Warrnambool, Ballarat and Bendigo sites in addition to metropolitan Melbourne.
- Participated in a multicentre research project examining peripherally inserted central catheter management within the Hospital in the Home setting.

People

- Appointed an Operations Manager in Western Australia, along with a Team Leader at Murdoch, to support the growing Perth services.
- Appointed a divisional Learning and Development Coordinator to support the increase in undergraduate community nursing placements.
- Director of Clinical Services, Fiona Sanders, attended the American Organisation of Nurse Executives annual conference, and undertook a range of health services site visits to Florida and New York.
- Service Development Manager, Wayne Massuger, presented at the Hospital In The Home Australasia 2013 annual conference speaking about Health Choices' participation in the ambulance avoidance programme in Victoria.

Community

- Provided funding to VincentCare Victoria in North Melbourne to employ a youth counsellor to work with clients aged 12 to 25 at risk of homelessness.
- Increased funding for diversional therapies at VincentCare Victoria's Ozanam House.
- Sponsored Ride for the Kids 2013, which raised funds for the Cops N Kids Camp, Support4Cancer and TLC for Kids charities.
- Partnered with Beechworth Bakery to provide traditional ANZAC biscuits and a tea/coffee voucher for all veteran patients on ANZAC Day.
- Increased support to the Esther Foundation in Western Australia in the form of library and academic resources and access to a creative arts program.
- Donated food, personal hygiene items and clothing to multiple charities across Australia including Exodus House Ballarat, Ozanam House Melbourne and Esther Foundation in Western Australia.
- Health Choices Warrnambool organised and hosted a Christmas lunch for local patients and their carers to increase their social support during the holidays.

Year Ahead

- Expand Hospital in the Home and other acute services across Victoria and Western Australia.
- Grow services at St John of God Mt Lawley Hospital.
- Commence service planning for the St John of God Midland Public and Private Hospitals.
- Further engage with communities to ensure that the services offered are contemporary, of high quality and meet the stakeholders' needs.

AUSTRALIA – INTERNATIONAL GROUP SOCIAL OUTREACH

Established / 2002

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

Group Director

Ms Anne Russell-Brown

Staff / 59

Services / Oversee group-wide strategy for development of Social Outreach services operated by divisions.

Group Social Outreach also directly manages services in the areas of Early Years (Aboriginal perinatal mental health training), Youth (Horizon House and youth outreach services) and International Health (development programs in East Timor and Papua New Guinea).



Our Social Outreach services aim to improve health and wellbeing where our expertise can have the most positive impact on the lives of people experiencing disadvantage.

We focus on the early years of a child's life from conception through to four years of age, young people aged between 12 and 25 and international health programs in the Asia-Pacific region. The underpinning principles strategically applied to all services are early intervention, or prevention rather than crisis, and capacity building where our endeavours are focused on development in partnership rather than aid.

Early Years (conception to four years of age)

- Recognised with a Western Australian Health Award for excellence in strategic partnerships. St John of God Group Social Outreach was part of an inter-agency steering group dedicated to increasing the capacity of healthcare workers to provide skilled care to Aboriginal parents.
- Finalist in the Mental Health Good Outcomes Awards for our Aboriginal Perinatal and Infant Mental Health training program.
- Concluded the Swan Perinatal and Infant Mental Health project, which aimed to improve access to perinatal and infant mental health for families in Ellenbrook and the greater Swan region of Perth.
- Started development of the Swan Raphael Service project, a satellite model to provide perinatal and infant mental health services in the Swan region.
- Secured \$20,000 of funding from the Western Australian Mental Health Commission for the development of an attachment program that is specifically for Aboriginal families and health workers.
- Delivered eight training workshops across New South Wales, Victoria and Western Australia for health professionals working with Aboriginal families.
- Conducted a national workshop for Raphael Centre managers, clinical directors and divisional representatives to progress a new model of care.

Young People (12 to 25 years of age)

- Supported pregnant young women and welcomed 23 babies through Horizon House Dianella.
- Established transitional housing in Yokine for former Horizon House Dianella residents, providing new mothers with a stable start to independent living.

- Established transitional housing in Geelong for former Horizon House residents.
- Various Horizon House residents received recognition for achievements, such as the Perth Airport Achievement Award.
- A number of Horizon House residents commenced tertiary education in law and social sciences.
- Completed an evaluation of the Horizon House service and developed an outcome model designed to see young people progress quickly into sustained independence.
- Received \$530,000 in community support through a LotteryWest Community Grant, fundraising initiatives such as the Santos Great Bike Ride and private donations.

International health

- Assisted a Timorese project team to design and renovate a collection centre located at Hospital Nacional Guido Valadares, East Timor.
- Finalist in the Social Impact Measurement Network Australia, SIMNA, Impact Measurement Awards for capacity building work in East Timor.
- Received a \$600,000 (USD) donation from joint venture Bayu Undan and ConocoPhillips. This donation funded training initiatives in basic life support and wound management, and the establishment of a new pathology collection centre.
- Provided training in paediatrics, basic life support and wound management, including a 'Train the trainer' program enabling sustainable and ongoing wound management training hospital wide.
- Worked with the Brothers of St John of God at the Walamu Health Clinic in Papua New Guinea to renovate a delivery room for maternity patients and develop training packages to build the skills and knowledge of health workers.
- Appointed two new midwives at the Hospital Nacional Guido Valadares.

Year ahead

- Finalise and commence implementation of a new five year strategy to ensure we continue to meet the needs of people experiencing disadvantage in the community.
- Implement the Horizon House and Raphael Centre models of care, to ensure consistent, outcome-driven, nationally recognised services.



EXCELLENCE

In this section

Excellence in care	56
Excellence in research	62
Excellence in education and training	65

Our commitment to research was strengthened with the appointment of Professor Zachary Steel as the St John of God Health Care and University of New South Wales, Professorial Chair for Trauma and Mental Health.

EXCELLENCE IN CARE

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

In 2014 there was a heightened focus on clinical governance by St John of God Health Care Board through the establishment of a Board Clinical Performance Committee and revised clinical risk reporting for the Board and Group Management Committee, incorporating measures relating to excellence in care.

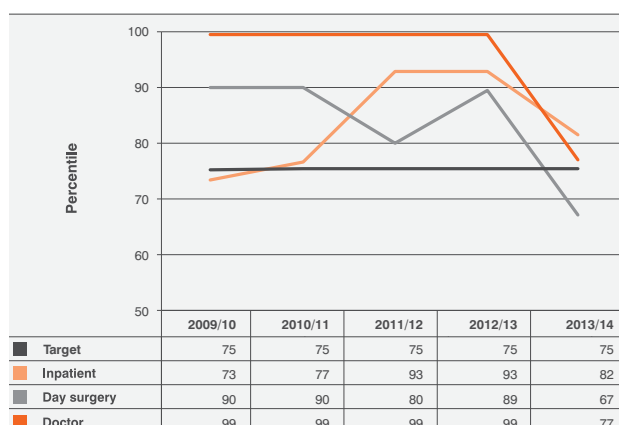
Patient/client and doctor satisfaction surveys

St John of God Health Care again achieved encouraging results in the independent and nationally benchmarked 2014 Press Ganey Satisfaction Surveys.

We achieved top quartile performance for inpatient satisfaction across the organisation compared to all private peers with Frankston and Warrnambool Hospitals ranked as “best in class” (99th percentile) of all private hospital operators in Australia participating in the Press Ganey Survey. For the fifth year in a row, Geelong Hospital was ranked ‘best in class’ for day patients.

Despite these results, there was a decrease in inpatient, day surgery and doctor satisfaction scores this year. Action plans are being implemented across divisions and we will evaluate their effectiveness early next year.

Satisfaction surveys – Group results



Accreditation

Our 14 hospitals are accredited by the Australian Council on Healthcare Standards (ACHS) under its Evaluation and Quality Improvement Program (EQulP), which incorporates 10 National Safety and Quality Health Service Standards (NSQHS) plus the five additional ACHS standards. Health Choices is accredited under ACHS EQulP5 Standards.

Since the introduction of NSQHS in January 2013, we have introduced standardised evidence-based policies and procedures, educational resources, and audit tools and methods to measure our performance across all hospital divisions.

Highlights in 2013/14

- The eight hospitals that underwent accreditation met all the required standards and achieved an average of eight ‘Met with Merit’ ratings.
- Pinelodge Clinic became the first private mental healthcare facility in Australia to undertake and successfully achieve a double accreditation against the National Standards for Mental Health Services and EQulP National Standards.
- Health Choices successfully undertook the ACHS organisation wide survey for the first time against the EQulP5 Standards and the Common Community Care Standards.
- Prior to joining St John of God Health Care, Mt Lawley Hospital successfully achieved ACHS accreditation against the 10 National Safety and Quality Health Service Standards.

Pathology

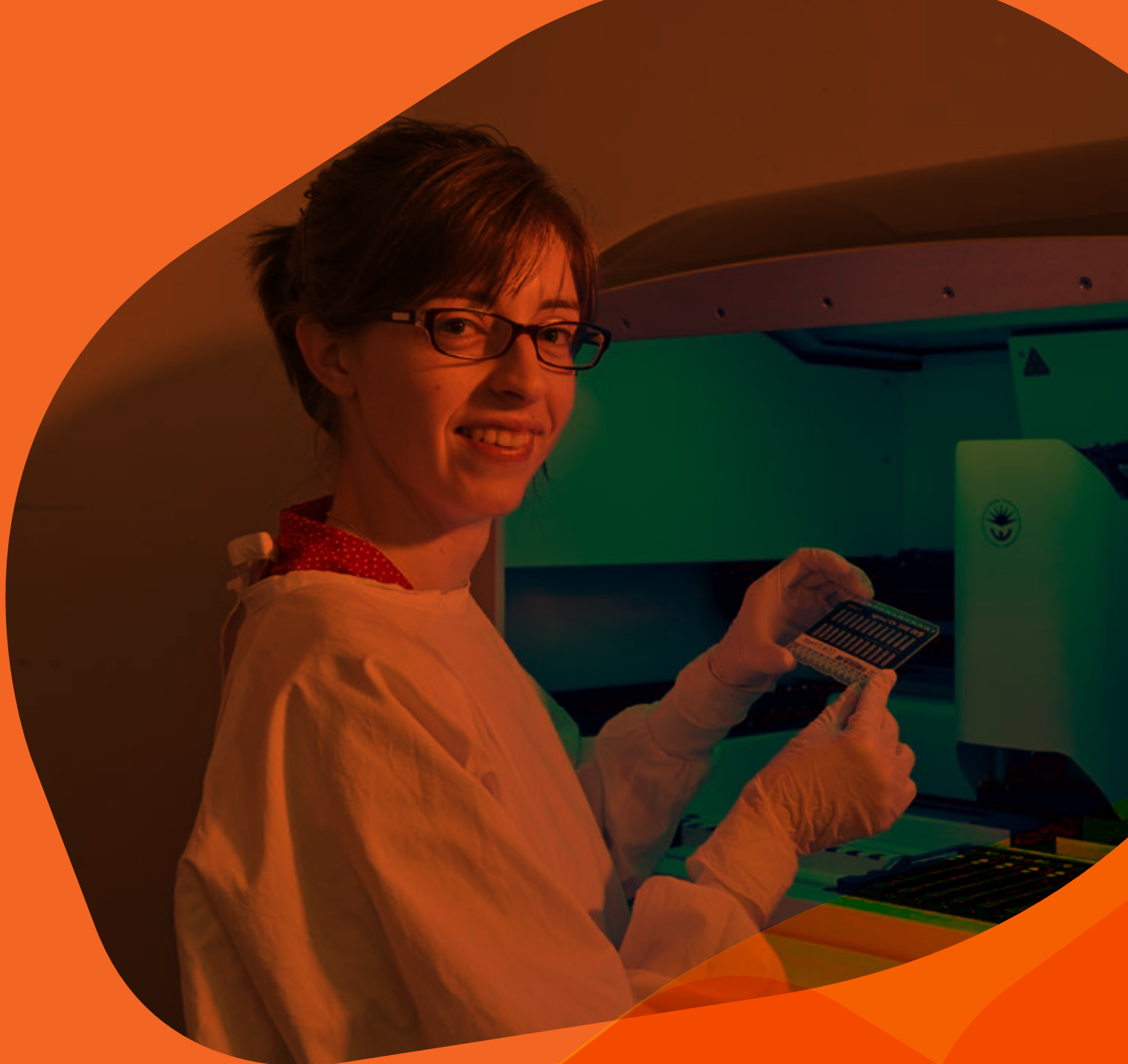
- St John of God Pathology laboratories are accredited by the National Association of Testing Authorities, NATA, under a joint accreditation scheme with the Royal College of Pathologists of Australasia. During the year, 14 out of 19 laboratories were successfully reassessed and granted a continued three years’ accreditation.

Some highlights of the assessment were:

- Osborne Park Microbiology/Serology Department was commended on their Clostridium difficile toxin testing algorithm and flow chart.
- Geelong Anatomical Pathology laboratory received two commendations for the review of the Quality Assurance Program reports and the completion of non-gynaecological correlations.
- Mildura Laboratory was commended on the documentation of review and action taken for Quality Control and Quality Assurance Program results.
- Osborne Park Haematology Department received three commendations for the presentation and completeness of their minor lab equipment folder, the documentation of their methods, and the interpretation of the test reports.

New Zealand

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



All our operating divisions, including our hospitals, Health Choices and Pathology, are externally audited to ensure we deliver the standard of care expected by our patients.

Both these sites of St John of God Hauora Trust's Health and Ability Services hold contracts with their local District Health Board and the Accident Compensation Corporation. The Trust's Community, Youth and Child Services, based at St John of God Waipuna (p50) is approved and contracted as a service provider by the New Zealand Ministries of Health, Education and Social Development as well as the Department of Corrections and the Canterbury District Health Board.

Clinical Risk Management & Quality

This year, we undertook several clinical risk assurance activities to strengthen the way in which we identify, report and manage clinical risks across St John of God Health Care.

A detailed review of organisational incident reporting systems and processes was undertaken across all three state jurisdictions to ensure clinical incidents are accurately recorded and notified to management and relevant external agencies.

We also completed a review of our open disclosure processes, which are intended to help patients and their carers recover from, and understand, harm resulting from their health care; support health professionals who have participated in health care provision with unexpected adverse outcomes; and ensure we learn from errors and reduce the chance of recurrence.

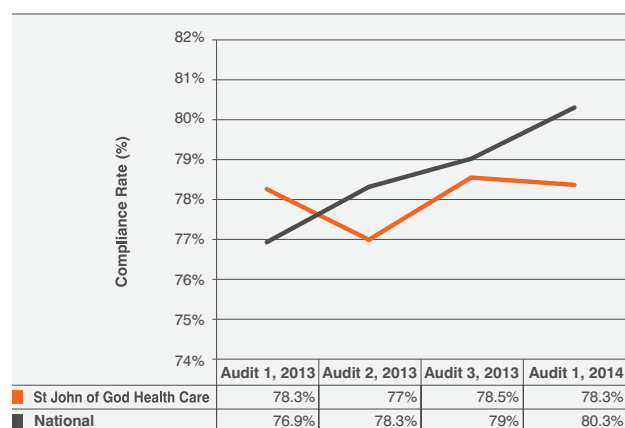
Specific clinical quality improvement initiatives

Infection prevention

Since 2010, St John of God Health Care has participated in the National Hand Hygiene Initiative to improve hand hygiene compliance by health workers and the public. Our 2013/14 compliance rate for all hospital divisions consistently exceeded the 70% benchmark prescribed by the National Health Performance Authority.

There was a drop in compliance against the national average in the second half of the year and action plans are being implemented across divisions to improve compliance.

Mean hand hygiene compliance rates



St John of God Health Care has continued to benchmark rates of staphylococcus aureus bacteraemia (SAB) – the most common bacteria causing serious health care-associated bloodstream infection – against other acute hospitals on the MyHospitals website. All our hospital divisions performed significantly better (0.37 SAB cases per 10,000 patient care days) than the national benchmark of two cases per 10,000 patient care days.

Medications management

The National Inpatient Medication Chart was introduced across all St John of God Health Care hospitals. Auditing has commenced to measure and monitor the use and effectiveness of the tool.

Clinical handover

Bedside handover was fully implemented at the end of 2013 and includes the patient in the process.

Blood and blood products

St John of God Health Care policy was revised to improve clarity regarding blood and blood product consent/refusal, criteria for product identification, and wastage monitoring requirements. Blood safe e-learning packages are utilised for essential training for all nurses, midwives and theatre technicians.

Pressure injuries

The Braden Scale was introduced as a standard screening tool for pressure injury risk. A Wound Management Chart based on Australian Wound Management Association guidelines was developed and introduced at all hospital divisions for management of all wounds, including pressure injuries. Skin tear definitions, reporting requirements and management guidelines were also revised and introduced.

Clinical deterioration

Standardised charts and processes were introduced across all hospital divisions, to improve consistency of identification and escalation of concerns regarding patients who are experiencing deterioration in clinical status. The Paediatric Advanced Warning Score chart, along with the Paediatric Short Stay National Inpatient Medication chart, has been introduced to facilitate the highest standard of monitoring of care for our paediatric patients.

Falls

A validated Falls Risk Assessment Tool is in use for all inpatients. A Post Fall Management Plan (based on NSW Clinical Excellence Commission Plan) was developed and introduced, along with falls risk identifiers for use in at-risk patient rooms and bathrooms. A standardised falls prevention learning resource is utilised for caregiver education to reduce the risk of occurrence of falls group-wide.

Clinical reviews

This year we conducted a mental health services review to identify opportunities to strengthen the quality of care and services, and minimise risk to St John of God Health Care clients and caregivers at our three mental health hospitals. An action plan was developed in response to recommendations made by the review and implementation is underway.

In late 2013, a follow-up audit to the initial 2010 paediatric services audit was conducted. St John of God Health Care remains committed to ensuring children and adolescents and their families are cared for by skilled and knowledgeable clinical teams in an environment conducive to caring for their specific needs, as recommended by the Royal Australasian College of Physicians.

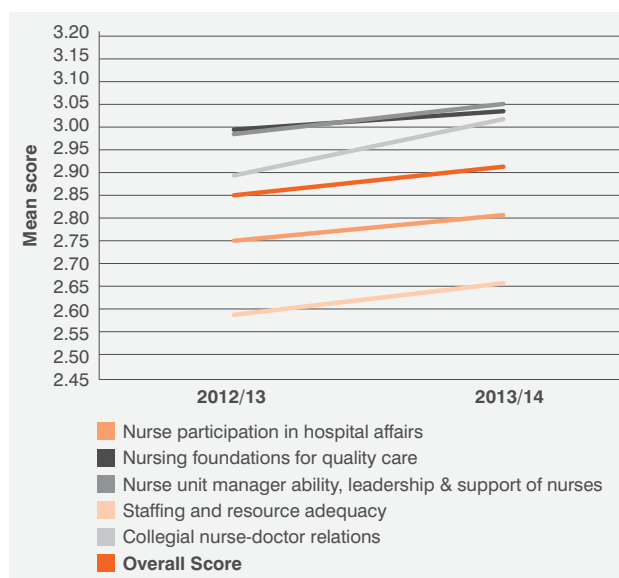
Excellence in nursing and midwifery practice

The nursing and midwifery services strive to achieve a holistic and person centred culture through improved clinical processes.

For this purpose, and to deepen our understanding of our patients and their family's needs, two important projects were commenced in 2013/14 and will continue into 2014/15: caring for patients with cognitive impairment (including dementia) and enhancing the discharge planning process for patients requiring assessment by ACAT (Aged Care Assessment Team).

Our first evaluation using the Practice Environment Scale (AUS) survey following implementation of the Nursing and Midwifery Foundations of Excellence across all our hospital divisions has been positive. Across the group 2,207 nurses and midwives completed the survey with 11 of our 13 hospital divisions improving their overall scores.

Practice Environment Scale (AUS) survey results pre- and post-implementation of the Foundations of Excellence



Perioperative services

The role of Perioperative Services Reviewer has expanded to incorporate selected clinical projects, including ensuring group compliance with National Safety and Quality Health Services Standards, Standard 5 (Patient Identification and Procedure Matching). This standard incorporates all elements of patient identification including consent, blood transfusion, the surgical safety checklist and clinical handover.

Maternity services

Perinatal data base

In June 2014, the perinatal databases for both Western Australia and Victoria underwent comprehensive upgrades. This will enable more efficient reporting to the respective state health departments.

Surrogacy documents – care plan

Catholic Health Australia, through its Bioethics Forum, developed a statement endorsed by the Bishops Conference on the role of Catholic hospitals in supporting parents whose pregnancy arrangements involve surrogacy. Our policy is in accordance with this statement and the Maternity Reference group developed a complementary care plan that will assist caregivers in providing support to the birth mother and/or commissioning parents.

Nursing and Midwifery Foundations of Excellence

In 2014/15 we will continue to utilise the Foundations of Excellence to prioritise, improve, grow and adapt; as well as roll them out to Health Choices and our Mt Lawley and Midland Hospitals.

St John of God Pinelodge Clinic became the first private hospital in Australia to successfully achieve a double accreditation in health standards.



Palliative care

Through the provision of palliative care in our hospitals and hospice we provide for people of all ages who have a life-limiting illness, with little or no prospect of cure, and for whom the primary treatment goal is quality of life.

Each of our hospitals provides a palliative approach to care while five of our divisions provide specialist palliative care including dedicated palliative care beds: Murdoch Community Hospice, and Subiaco, Geraldton, Bunbury and Warrnambool Hospitals.

Highlights for 2013/2014:

- All of our divisions provided a comprehensive bereavement support program to families.
- Murdoch Community Hospice and Subiaco Hospital participated in the National Standards Assessment project 'Carers Support'.
- Medical student two week placements were provided at Murdoch Community Hospice and Subiaco Hospital palliative care consultancy service.
- Two research projects were undertaken at Subiaco Hospital and one at Murdoch Hospital.
- Six of our services participated in the National Standards Assessment project. Participating in this project enables us to undertake consistent self-assessment against the 13 National Palliative Care Standards for all Australians, and helps to strengthen our approach to palliative care service delivery.

In the coming year three services have registered to participate in National Standards Assessment project, and in Victoria we are continuing to work with the Victorian End of Life Care Coordinating program to develop a pathway for end of life care.

Pastoral services

Pastoral service is a significant element of our holistic approach.

Our Pastoral Practitioners, all of whom are professionally trained, relate to patients and families through a specific relationship recognising the interdependence of physical, psychosocial, spiritual and emotional elements of health.

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

Some of our major pastoral achievements for 2013/14 include:

- Rollout of the pastoral and bereavement database to all of our divisions, which will assist us to capture information relevant to referral patterns, pastoral interventions and bereavement follow up.
- Introduction of pet therapy at Richmond Hospital.
- Evaluation of the remembrance service and bereavement program at Murdoch Hospital and evaluation of the bereavement service at Subiaco Hospital.
- Offering pastoral internship/traineeship programs at Berwick and Burwood Hospitals, and Pinelodge Clinic.
- Participation in the development and launch of the Spiritual Care Australia *10 Standards of Practice*, an Australian first.
- Rollout of a formation in pastoral skills course at Bunbury.
- Implementation of *You can do* program for residents at St John of God Hauora Trust.
- Presentations at Spiritual Care Australia National Conference.



Left: St John of God Bunbury Hospital employs a dedicated palliative care specialist who provides social, emotional and spiritual support for patients, carers and their families. Below: Pastoral care is available at all our hospitals, and complements and contributes to the overall holistic care provided to patients, residents, and their families.



AWARDING EXCELLENCE 2013/14

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

Recipient	Award	Awarded by
St John of God Health Care		
Therese Temby, Trustee	Papal Honour of Dame Commander of the Order of St Gregory the Great	Holy See
St John of God Health Care	Infinity Award – Business Category for recycling and waste reduction	Waste Authority WA
St John of God Hauora Trust New Zealand		
Community Action: Youth and Drugs	Best Video Overall Production for their contribution to the “Yeah Nah” major nationwide social marketing campaign to reduce alcohol use in 16-40 year olds.	Health Promotion Agency
St John of God Burwood Hospital		
Circle of Security Program	Mental Health Matters Award – Excellence in Service and Delivery	Mental Health Association NSW
St John of God Murdoch Hospital		
Jessica Wirrell	Winner of the Preceptor of the Year Award at the WA Nursing and Midwifery Excellence Awards	WA Department of Health
Anne Tottle	Colorectal Surgical Society of Australia and New Zealand scholarship	Colorectal Surgical Society of Australia and New Zealand
Freya Shearer	Rhodes scholarship	University of Oxford
Toni Johnson	Vocational Student of the Year	Challenger Institute of Technology
Tanya Cruz	Finalist in the WA Nursing and Midwifery Excellence Awards	WA Department of Health
St John of God Pinelodge Clinic		
Andrew Somerville	Provisional Clinical Supervisor	Association for Supervised Pastoral Education in Australia
Kauri Drug and Alcohol Unit	Finalist in the 2013 Press Ganey Annual Success Story	Press Ganey Australia
Graham Cadd	Community Hero Award	Ambulance Vic
St John of God Richmond Hospital		
Sian James and Maria Field	Nurse of the Year Award	Catholic Health Australia
Raphael Centre Blacktown	Mental Health Matters – Prevention of Mental Ill Health and Early Intervention	Mental Health Association NSW
Social Outreach		
Social Outreach	WA Health Award – Excellence in Strategic Partnerships	WA Department of Health
	Finalist in the 2014 Impact Measurement Awards	Social Impact Measurement Network Australia
Aboriginal Perinatal and Infant Mental Health Training Program	Finalist in the Mental Health Good Outcomes Award	Mental Health Commission
St John of God Subiaco Hospital		
Drug and Alcohol Withdrawal Network, DAWN	Finalist in the Excellence in Treatment in the Alcohol and Other Drug Sector	Government of Western Australia Drug and Alcohol Office
Jill Kelly	Winner of the Metropolitan Clinical Care Registered Nurse Practice category in the WA Nursing and Midwifery Excellence Awards, also a finalist in the category of Emerging Leader.	WA Department of Health
Lisa Black	WA Midwife of the Year	Australian College of Midwives and Johnson's Baby
St John of God Warrnambool Hospital		
Dr Eric Fairbank	2013 Order of Australia Medal for outstanding assistance and achievement.	HM Queen Elizabeth II
	2013 Victorian Healthcare Award for Health Lifetime Achievement	VIC Department of Health

EXCELLENCE IN RESEARCH

St John of God Health Care is fostering a strong research culture to enhance clinical practice standards. It is a major organisational priority and an important element of Our Vision 2010-2014.

Our focus is on 'bench to bedside' (translational) research with a desire to improve outcomes for patients and their quality of life. We also seek to address areas traditionally under-researched that will benefit most from our involvement.

We are currently finalising our organisational-wide research strategy, led by Group Director Medical Services Dr Mark Lubliner, and Group Research Coordinator Adjunct Associate Professor Nik Zeps. We also have a Research Strategy Steering Committee to advise on priorities and initiatives to strengthen our research capacity by identifying key research projects, funding opportunities, and collaborative and cross-disciplinary alliances. We are continuing to explore collaborations with universities and other health care providers.

In the past year, our medical specialists and caregivers have published more than 50 peer-reviewed articles, presented their work at national and international conferences and participated in various health and medical research workshops and education activities.

Research approvals

The past few years have seen an upward trend in research activity at St John of God Health Care and this continued in 2013/14.

There were 88 new research proposals submitted to the St John of God Health Care Ethics Committee compared to 71 proposals in 2012/2013. Of these 88 research proposals, approximately 40% (35 studies) were multicentre studies involving sites other than our own. The remaining 60% (53 studies) were exclusive to St John of God Health Care.

As in previous years, many of these proposals related to cancer care (a total of 22 studies). The extensive range of cancer research aims to provide the most advanced comprehensive care for patients and their families coping with a variety of cancers especially breast, ovarian, colorectal and prostate cancers.

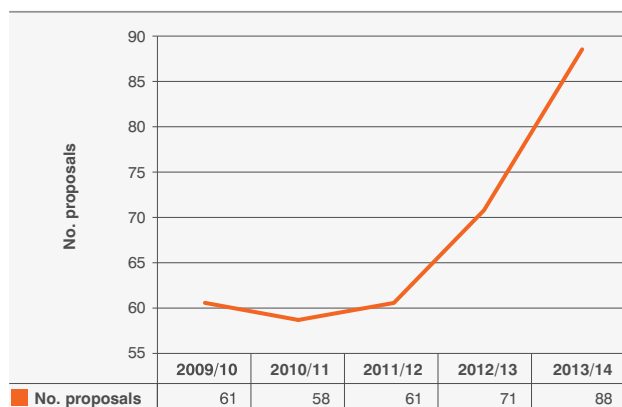
The other research proposals related to mental health - particularly perinatal mental health (eight studies), nursing (seven studies), gastroenterology/colorectal surgery, and palliative care (five studies each).

St John of God Subiaco and Murdoch Hospitals continued to be major research hubs with 47% research proposals (51 studies) and 21% research proposals (23 studies), respectively.



Pictured, St John of God Warmambool surgeon, Mr Philip Gan, inventor of the Livac laparoscopic liver retractor which underwent St John of God Health Care's first 'phase zero' – or first time in humans – surgical device trial.

Research proposals approved



Areas of research

Almost all of our divisions are engaged in research across a broad range of specialties, using diverse methodologies including clinical trials, laboratory based studies, population health, qualitative studies and health services research. This past year one of our surgeons successfully ran St John of God Health Care's first 'phase zero' – or first time in humans – surgical device trial at Warrnambool Hospital. We also approved a pilot of a new e-health application, which promises to bring health care closer to the home and is part of the emerging health care model of the seamless hospital.

Important areas of focus for 2013/14 were:

Mental health

St John of God Richmond Hospital recently appointed Prof Zachary Steel through the University of New South Wales to lead a post-traumatic stress disorder (PTSD) program.

St John of God Health Care has a well-established and strong presence in perinatal mental health, conducted through the Perinatal & Women's Mental Health Unit, and new Mother-Baby Unit led by Chair of Perinatal and Women's Mental Health, Professor Marie-Paule Austin, who is based at St John of God Burwood Hospital, and throughout the various Raphael Centres.

Oncology

Each division that provides cancer services is involved in clinical trials bringing new treatments to our patients and contributing to knowledge that can be used to improve care of cancer patients around the world. Many of the medicines being researched would not be available outside of a trial, and by participating we are building core expertise and experience in using these medicines once they are approved for use.

Our clinical trials and molecular pathology research teams have been particularly active and contributed to work that comprised almost one fifth of all oral presentations at the Cancer Council of WA Research Symposium in 2013.

Orthopaedics

A significant proportion of our clinical and allied health activity at several divisions involves orthopaedics and several of our medical specialists are leaders in research and practice. The appointment of a Professor of Orthopaedics at Geelong Hospital in partnership with Deakin University complements our existing orthopaedic academic activity at Murdoch Hospital.

Marginalised areas

St John of God Health Care conducts research relating to health concerns for homeless youth and Aboriginal communities in urban settings, including palliative care, which are often under-represented in research.

Over the past year, St John of God Subiaco, Murdoch and Mt Lawley Hospitals in collaboration with Aboriginal researchers at the Kulbardi Aboriginal Centre commenced research into birthing experiences of Aboriginal mothers in urban areas.

As part of its Social Outreach program, St John of God Health Care caregivers at Horizon House undertook research into the mental health challenges faced by homeless youth.

Nursing and midwifery research

While the joint appointment with Australian Catholic University of a Professor of Nursing, Eastern Region, was not filled as planned in 2013, the search for a suitable candidate continues.

The Nursing, Midwifery and Allied Health Research Council (NMAHRC) has reviewed and updated their terms of reference to ensure alignment with the overall St John of God Health Care research strategy. Changes include sharing a common research data base with St John of God Health Care Ethics Committee and Pastoral Services.

Both St John of God Subiaco and Ballarat Hospitals hosted research symposiums to showcase the clinical research projects that caregivers are involved in and Murdoch Hospital launched the Centre for Nursing and Midwifery Research in partnership with The University of Notre Dame Australia.

Research highlights

Highlights for 2013/14 include:

St John of God Burwood Hospital (p48)

National:

- Pilot study evaluating the impact of a routine psychosocial screening for women and midwives at St Mary's Unit, Murdoch
- Study of more than 1,800 women taking part in the Australian Longitudinal Study of Women's Health
- Nationwide study of mental health service utilisation following Australian perinatal mental health reforms
- Piloted a new study comparing the acceptability, efficiency and costs associated with the delivery of integrated psychosocial assessment
- Development of a mobile phone application in collaboration with Bupa Health, for perinatal depression screening
- Professor Marie-Paule Austin and team co-authored 10 peer-reviewed publications and two book chapters in the area of perinatal mental health

International:

- Ongoing study with Montreal colleagues of maternal stress and infant outcomes following exposure to the Queensland floods.
- Secured \$99,902 in funding from the Canadian Institute of Health Research (CIHR) for a study on mental health e-screening in pregnant and postpartum women in collaboration with Alberta University.
- The International Marcé Society Position Statement (2013) led by Prof Marie-Paule Austin provides guidance at an international level to assist decision-making by clinicians, policy makers and health services.

St John of God Subiaco Hospital (p38-39)

The Bendat Family Comprehensive Cancer Centre and St John of God Pathology engaged in laboratory based research into the biology of cancer and successfully obtained funding from the Cancer Council of WA and the Raine Foundation in WA to fund colorectal cancer research. This research program has been rapidly expanding and strengthening with the appointment of clinical leaders, Prof Christobel Saunders, a prominent breast surgeon, and Adjunct Clinical Associate Professor Chris Hemmings, a research pathologist, to join our head of colorectal research Professor Cameron Platell.

St John of God Subiaco Hospital maintained its profile in gynaecological cancer research with Dr Stuart Salfinger and Dr Jason Tan developing a suite of projects aimed at improving women's health. All of these programs underpin a strong program in surgical and medical training for our resident medical officers.

Dr Joe Pracilio and Associate Professor Nolan McDonnell established an active anaesthesia and pain research program and initiated two national studies at Subiaco Hospital.

Led by Dr David Morgan at Subiaco Hospital, the Intensive Care Service (ICS) is engaged in several research projects one of which is a joint project with the Anaesthesia and Pain Service that seeks to better manage fluid balance post-surgery.

The Intensive Care Unit also engaged with two key safety and quality registers that are used for research and teaching. The first register, the ANZICS CORE AORTIC Database, collects information about all intensive care patient admissions; and the second register, The Australasian Society of Thoracic Surgeons National Cardiac Surgery Database Program, collects information about all cardiac surgery patient admissions.

St John of God Murdoch Hospital (p36-37)

The Murdoch Oncology Clinical Trials Unit has continued to grow over the last 12 months, taking on new studies and screening 164 patients for various oncology clinical trials. To date 71 patients have participated in oncology clinical trials at Murdoch Hospital, and a new data manager has joined the team.

A palliative care study which commenced in 2013, run jointly by the Centre for Nursing Research and the Department of Emergency Medicine, has assessed the multidisciplinary health care team's understanding of the provision of palliative care. This has already led to a series of presentations and publications and is now being extended to settings outside of Murdoch Hospital including pre-hospital paramedic care.

Professor of Emergency Medicine at our Murdoch Hospital, Ian Rogers, continued his research into the medicine of endurance exercise this year with a series of publications collaborating with a group of international colleagues. The Murdoch Emergency Department has also undertaken systems based research looking at issues such as patients' reasons for attending a private emergency department and the provision of best practice acute analgesia.



St John of God Health Care and University of New South Wales Chair of Perinatal and Women's Mental Health, Professor Marie-Paule Austin, is a leader in the field of perinatal mental health, and is pictured with her team at our Burwood Hospital.

EXCELLENCE IN EDUCATION AND TRAINING

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

Medical education and training

St John of God Health Care strives to provide excellence in training and education of junior doctor medical students across many of our divisions.

In 2013/14, we maintained our partnership with nine university medical schools across NSW, Victoria and Western Australia. Our undergraduate training spans a wide range of medical and surgical specialties, including obstetrics, paediatrics, psychiatry, anaesthetics, cardiology, pathology and emergency.

In 2013/2014 the innovative training programs Surgically Mentored Applied Practice Research and Training, SMART, and the Vocational Introductory Physician Experience Rotation, VIPER, have been very effective in attracting local talent to our Subiaco and Murdoch Hospitals. In addition, 2014 saw the introduction of GP-WISE, a hospital-based arm of the Prevocational GP Placement Program in collaboration with Western Australian General Practice Education and Training.

St John of God Health Care has actively participated in the Commonwealth's Specialist Training Program (STP) since its inception in 2009 collaborating with specialist medical colleges, state and territory health departments, and public health services. The program offers a rich training experience within the not-for-profit private sector and its funding allows us to recruit and train doctors in specialties including psychiatry, rehabilitation, general medicine, pathology and emergency medicine.

St John of God Pathology supervised six doctors in training under the Program. It also has close associations with Curtin, Deakin, and Notre Dame Universities and contributed to undergraduate and postgraduate clinical education through these universities and Barwon Health.

Second year Monash University, Bachelor of Nursing students learn about patient care at St John of God Frankston Rehabilitation Hospital.





Looking ahead

St John of God Health Care has steadily increased the number of STP positions, from five registrars in 2009 to 50 STP-funded registrars in 2014. This year we successfully secured a further five STP-funded positions under a special STP Australasian College of Emergency Medicine application round for new positions commencing in 2015, which will increase funded positions to 55.

In 2014, two St John of God hospitals were successfully accredited by the Postgraduate Medical Council of Victoria to participate in the medical intern placement program. St John of God Warrnambool Hospital received provisional accreditation to rotate two interns in 2015 in sub-acute medicine and general surgery, and St John of God Ballarat Hospital was accredited to work in conjunction with East Grampians Health Service and Maryborough Health Service to provide clinical training to doctors in their first year after graduating from medicine. This important initiative complements other St John of God Health Care medical training activities, and will support national efforts to maintain a high quality pipeline of future medical practitioners.

Nursing and midwifery education and training

Training our future nursing and midwifery workforce is a key objective for St John of God Health Care and we introduced a number of new initiatives in 2013/14.

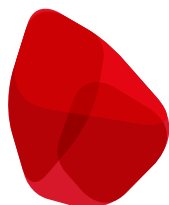
St John of God Ballarat Hospital and Australian Catholic University launched the Nursing Clinical School in July 2013 with an intake of seven second year students, four of whom have continued through to third year. Another 12 students will commence in the school during the first year of their course in November 2014.

In 2013/14 we partnered with 25 universities and 28 registered training organisations to provide undergraduate clinical placement opportunities for nursing, medical and allied health students from all over Australia.

The Victorian Clinical Training Grant completed at the end of 2013 successfully assisted in increasing the student days in our five Victorian hospital divisions and Health Choices. Total student days for participating divisions increased from 4,765 to 6,178 annually over the three year period of the grant.

Our Murdoch Hospital successfully partnered with Murdoch University to secure a Health Workforce Australia grant to develop and implement a program of simulated learning for undergraduate nursing and chiropractic students. This enhanced the quality of the clinical placement experience through utilising an interdisciplinary approach.

The St John of God Health Care Enrolled Nurse Extra Program was introduced to support the development of enrolled nurses to work in clinical areas of maternity, infant care and mental health. A perioperative program is scheduled to commence late 2014.



Opposite page: St John of God Health Care partnered with nine medical schools this year to offer undergraduate and graduate training programs for medical students. Pictured: medical students at our Warrnambool Hospital.

Right: Resident Medical Officer, Dr Natalia Magana, learns from Respiratory Physician, A/Prof Eli Gabbay, at St John of God Subiaco Hospital.

Graduate registered nurse places

2010	2011	2012	2013	2014
111	128	117	104	129

Graduate enrolled nurse places

2010	2011	2012	2013	2014
29	54	70	35	69

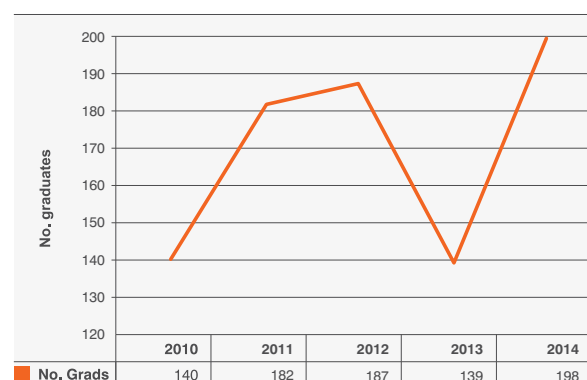
Registered nurse student days

2009	2010	2011	2012	2013
22,022	23,666	25,672	26,375	27,773

Enrolled nurse student days

2009	2010	2011	2012	2013
4,380	6,296	6,592	7,885	7,701

Graduates in registered nurse and enrolled nurse programs



Mental Health Simulations – enhancing clinical placements

Since February 2013, nursing and medical students completing their clinical placements at St John of God Richmond Hospital and St John of God Burwood Hospital have participated in mental health simulation workshops as an enhancement to their clinical placements. The program was extended in 2014 to students on placement at Pinelodge Clinic. The program is funded by Health Workforce Australia. Since commencement of the program, 401 students have participated in 1,089 simulation hours.

Access to patients in a mental health setting can be difficult but simulation allows access to a wide variety of patients with many different mental health concerns. Student response was very positive overall. Level-one evaluations from students show that participation in the simulated learning environment has added to their mental health knowledge and increased their preparedness to engage with patients in a clinical setting. Students consistently say that the simulated learning environment presents a realistic scenario.

An outcome of the mental health simulation learning has been the development of the Mental Health Clinical Education Toolkit. The kit includes a series of DVDs of 14 different scenarios, and a facilitator's guide will be launched in 2014. The kit will be available to health services and education institutions to enhance education opportunities in mental health.



Caregivers from St John of God Waipuna introduced e-therapy programs that appeal to youth, after the service experienced a growth in demand for its youth mental health services.

PEOPLE

PEOPLE

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PEOPLE

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

Our culture is informed by Gospel values and the key Catholic social principles of human dignity and the common good. We understand that each person is created in the image of, and destined for fulfilment in, God. Each person is a treasure and every life is a sacred gift. At the same time, we appreciate that we are social beings by nature and our dignity and potential is best fulfilled in relationship to others and in community. We are responsible for each other.

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

Directors of Mission

We employ Directors of Mission at each of our services to assist us in protecting and enhancing our culture, where each individual is respected and there is a strong sense of community, unity and people on a mission.

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

Our heritage

At St John of God Health Care we foster an appreciation of our rich heritage and in 2014 we appointed a Group Heritage Coordinator, Jacqui Sherriff, to identify and conserve a St John of God Health Care heritage collection so that the diversity and complexity of the organisation can be appreciated and enjoyed forever.

Social Justice and Advocacy

Our Vision calls us to use our position to advocate on behalf of people who are poor and marginalised.

A new organisational approach to advocacy was identified and launched in June 2014. In the coming year the group will address disability recruitment and selection.

Formation for caregivers

A new formation for caregivers' policy was introduced in June 2014, developed by a working group with representation from Directors of Mission and caregivers from across the group. The policy provides a framework for formation for everyone involved in the provision of our services and, for the first time, now also includes volunteers and doctors.

Service Ethos

Service is central to how we bring our Mission to life. Our development programs aim to support and develop caregivers in providing distinctive service.

The key tenets of our Service Ethos are:

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

Workforce

Workforce is a key organisational priority for St John of God Health Care as we strive to attract and retain an experienced, highly skilled and caring workforce. This will continue as we finalise major hospital developments and position our organisation as a preferred employer in the competitive healthcare industry.

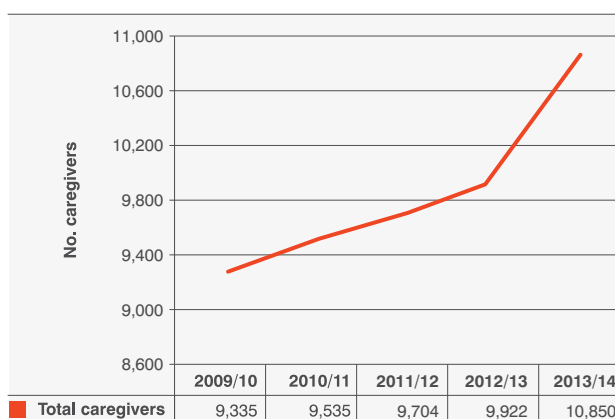
Our Workforce Strategic Plan has been developed with an emphasis on contemporary human resource practices, and with input from and endorsement by our divisions. The plan is assisting St John of God Health Care to achieve progressive workplace changes in service design and delivery.

Workforce profile

St John of God Health Care employs 10,850 (7,098 full time equivalent) caregivers. Nurses and midwives comprise 44% of our workforce.

In addition to the 1,452 health professionals and medical officers we employ, 3,901 private specialists are accredited to treat patients at our hospitals.

Workforce numbers as at 30 June 2014



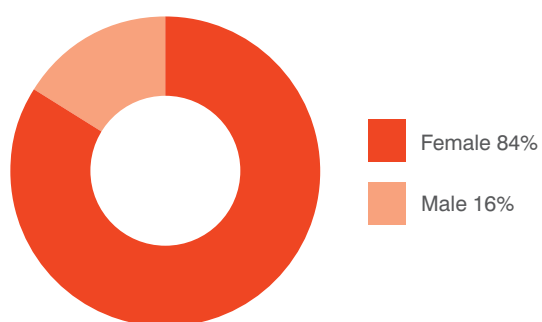
Workforce numbers by division

Division	WA	VIC	NSW
Accord	0	335	0
Ballarat	0	775	0
Bendigo	0	517	0
Berwick	0	317	0
Bunbury	563	0	0
Burwood	0	0	207
Frankston Rehabilitation	0	217	0
Geelong	0	775	0
Geraldton	169	0	0
Group Services	354	110	0
Group Social Outreach	33	16	0
Health Choices	41	101	0
Midland	13	0	0
Mt Lawley	546	0	0
Murdoch	1,603	0	0
Pathology	546	714	0
Pinelodge	0	126	0
Richmond	0	0	189
Subiaco	2,149	0	0
Warrnambool	0	216	0
TOTAL	6,017	4,219	396

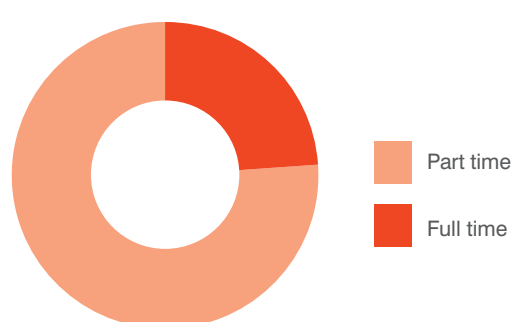
New Zealand – 208
Timor – 10

PEOPLE

Workforce gender profile



Providing flexible work options through part-time work





Simone Scales, Gabrielle Gross, Chris Gee and Chris Warren, who between them have more than 100 years of service at St John of God Health Care.

Caregiver satisfaction

In response to the Press Ganey Survey for caregiver satisfaction conducted in 2013, we placed a strong emphasis on caregiver engagement initiatives.

Some of the outcomes included: mentoring and coaching managers and teams, leadership development, and the sharing of best-practice stories across the group.

In April 2014, a new Pulse Survey was initiated that measured the impact of the new initiatives in divisions where issues of concern had been identified by caregivers. The results of the Pulse Survey found that the changes had significantly improved our performance in caregiver engagement.

Parental leave

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

In 2013/14, 474 caregivers took parental leave and 98% of caregivers due to return from parental leave returned to a combination of full time, part time and casual roles.

Equal opportunity

Our comprehensive conduct, equity and justice policy articulates our commitment to equal opportunity and is reflective of our culture.

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

Harmonious environment

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

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

Disability Access and Inclusion Plan

The Disability Access and Inclusion Plan, DAIP, introduced in 2012 is improving the organisation's ability to include and respond to the needs of people with disability, whether caregivers, patients, clients, volunteers or the general public.

To build confidence and understanding across the organisation, all senior leaders underwent disability awareness formation and our facilities were audited against the Building Code of Australia and the Disability Discrimination Act.

In partnership with the National Disability Recruitment Coordinator and a review of our recruitment and selection process, 79 people with a declared disability applied for positions with St John of God Health Care in this year. Of those, 50 potential caregivers were interviewed and 21 were appointed.

Since the introduction of our Disability Access and Inclusion Plan, 21 caregivers with a disability have been employed into various roles across the organisation. That number is set to rise as we continue to develop our partnership with the National Disability Recruitment Coordinator and review our recruitment and selection process.

Pictured: Food Services Assistant, Tom Kent (right), a welcoming and friendly face from St John of God Ballarat Hospital who is pictured here with fellow caregiver, Sheridan Baxter.



Reconciliation Action Plan

Our Reconciliation Action Plan provides a framework for the organisation to continue to engage with Aboriginal and Torres Strait Islander people.

This year each division made significant progress in the areas of developing relationships, respect and creating opportunities.

Many divisional leadership teams received formation in cross-cultural awareness, through which there has developed a greater appreciation of the need to improve opportunities for employment and access to health care.

In the coming year, further collaboration with Aboriginal organisations will be undertaken to support employment opportunities for Aboriginal and Torres Strait Islander people and we will launch an Indigenous Internship Program.

Employee benefits

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

The St John of God Health Care, Live Well, Work Well program was introduced in 2013 with new initiatives that will benefit caregiver wellbeing.

Workforce planning

In 2014, we welcomed 546 caregivers from Mercy Hospital Mount Lawley when it joined our group and became St John of God Mt Lawley Hospital. Significant workforce planning and execution was undertaken to ensure a smooth transition for the caregivers in our newest division.

Major building developments continued across St John of God Health Care with significant workforce implications, and extensive workforce planning was undertaken to ensure that the necessary workforce is in place when new services are launched.

Further progress was made to launch phase one of recruitment for our Midland Hospitals and included a successful overseas campaign and a local campaign that targeted St John of God caregivers and the current Swan District Hospital staff.

When St John of God Midland Public and Private Hospitals open at the end of 2015, 1002 new caregivers will join St John of God Health Care.

Industrial relations

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

In 2013/14, industrial activity centred on collective bargaining. A large number of negotiations, involving agreements for nursing and support staff, successfully concluded in Victoria, Western Australia and New South Wales.

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

Occupational health and safety

The focus of Occupational Health and Safety (OHS) in this year has been on safety, wellness, leadership and caregiver participation.

In line with our guiding principles we actively work to maintain and continuously improve comprehensive health and safety management systems to prevent the onset and impact of workplace injury and illness.

St John of God Health Care's five year OHS Strategy (2011 – 2015) aims to continuously guide improvement and strengthen our safety culture as we strive to achieve better practice OHS management and performance within the health sector.

All divisions and services have OHS policies, procedures, processes and work practices in place to minimise the impact of risks on the health, safety and wellbeing of our caregivers.

Highlights for OHS in 2013/14 included:

- Introduced externally audited Safety Management System and OHS Risk Protection Manuals to accelerate work practice change and guide minimum performance expectations across all divisions in key risk areas
- Increased the organisation's focus on contractor management to ensure safety responsibilities, expectations and learnings are shared with all personnel across our sites
- Developed additional OHS online e-learning modules for the management of contractors
- Assessed and reduced risks associated with potential safety issues arising from major hospital refurbishments or office relocations
- Promoted OHS strategies and progress against safety plans to OHS committees, health and safety representatives and caregivers to accelerate culture change around safety across the organisation
- Improved training for leaders, managers, front-line caregivers and supervisors with the introduction of online e-learning modules
- Partnered with SafeStep to develop an OHS Inspire functional action learning development model to further develop OHS managers
- Strengthened our injury management capabilities with the use of early intervention providers to enable supervisors and managers to help manage the safe return to work of injured workers
- Improved the functionality of the OHS hazard, incident notification, incident management and reporting systems to enable ease of reporting by caregivers
- Nominated for Best Workplace Safety and Health Management System in the Western Australian, Victorian and New South Wales State WorkSafe Awards
- Appointed a dedicated, full-time Workplace Wellness Coordinator to deliver the St John of God Health Care Live Well, Work Well program. Established a workplace wellness champion network to consult with caregivers, promote initiatives, share feedback and continually improve the program.

St John of God Health Care has a 'no lift' approach to reduce the risk of injury to caregivers.

Pictured, Caregivers at our Geraldton Hospital learn how to use a patient hoist, an important tool that helps reduce the risks associated with manual handling.



Monitoring performance

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

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

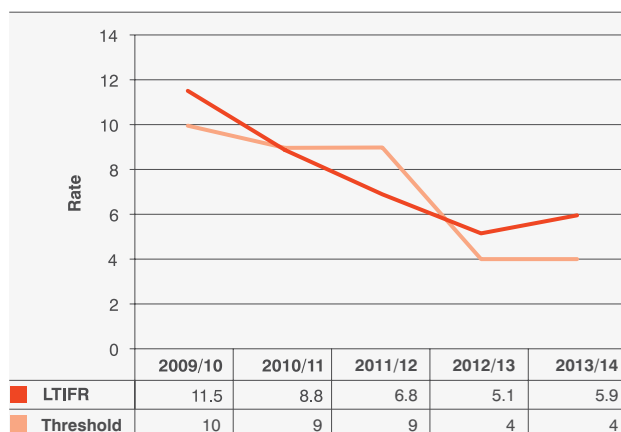
Lead Indicator	2010/11	2011/12	2012/13	2013/14
Workplace hazard inspections completed	700	1,101	1,331	1,364
Hazards reported	1,249	1,691	1,633	1,667
Manual handling risk assessments completed	626	517	578	634
Non-manual handling risk assessments completed	273	325	428	435

Fact-based data analysis has enabled the divisional Management Committees to prioritise and target further risk reduction and injury prevention actions with their local OHS committees.

Lost time injury frequency rates

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

Lost time injury frequency rate



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

Lost time injuries have increased as reporting of all workplace injuries has been actively promoted and supported by divisional managers to enable corrective actions to be swiftly implemented.

Indicators for serious lost time injuries – injuries requiring more than 10 consecutive days off work that are the subject of an accepted worker's compensation claim – has decreased from .92 to .81, representing a reduction in serious injuries from 10 in 2012/13 to nine this year. In doing so we achieved our threshold target for the full year of less than one person injured for every million hours worked.

Collaborative benchmarking

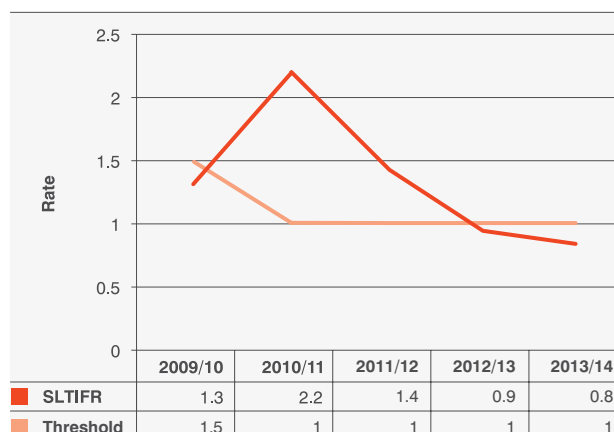
St John of God Health Care collaborates with the OHS subgroup of CHASAN, a collaborative comprising of four Catholic healthcare groups – Mater, St Vincent's, Cabrini and Little Company of Mary – that meet regularly to benchmark injury prevention and injury management performance, and share caregiver wellness program information.

External OHS Audit and AS/NZS4801:E2001 Certification

The foundation of the St John of God Health Care Group OHS Management System has been to achieve and retain certification against AS/NZS4801:2001, and the international OHSAS18001 integrated with Australian Council of Health Care Standards ISO 31000:2009 Risk Management principles.

An average compliance of 98% was achieved across the organisation utilising the National Self-Insurers OHS Audit Tool. Eight hospitals, Health Choices, Social Outreach and the Group Safety Management System achieved 100% compliance.

Serious lost time injury frequency rates



The serious lost time injury frequency rate is a key internal indicator measuring the frequency of injuries, calculated as time lost per million hours worked over a 12-month period.

A supportive learning and development environment that provides opportunities for caregivers strengthens our community. It enables us to deliver on our Mission.

Case study: Live Well, Work Well Program

St John of God Health Care launched a workplace wellness initiative this year to encourage caregivers to care for themselves as they care for others and support them in making positive lifestyle choices and staying healthy.

A competition amongst caregivers to name the program resulted in the St John of God Health Care Live Well, Work Well Program, and it kicked off in 2014 with a year-round calendar of events to raise awareness of health status and encourage participation in wellness activities.

Awareness initiatives that have gained the greatest participation across the group have included R U OK? Day, Melanoma March and FebFast. Health screenings, wellness workshops and motivational speakers within the divisions have helped caregivers to measure and monitor their personal health status.

Ballarat Hospital hosted a Wellness Expo (pictured below) and provided health screening for caregivers as part of its commitment to the St John of God Health Care Live Well, Work Well Program.





Students learn Cardiopulmonary Resuscitation (CPR) at St John of God Murdoch Hospital's clinical training and education centre, MURTEC.

Learning and Development

A supportive learning and development environment that provides opportunities for caregivers strengthens our community. It enables us to deliver on our Mission.

A new Group Manager of Learning and Development, Kathryn Clews, was appointed in August 2013. This appointment has enabled St John of God Health Care to work toward taking a national approach in the design, validation and delivery of clinical and non-clinical programs. These programs will reflect best practice and enable our caregivers to maintain their professional and technical skills and abilities.

Leadership and management development

Our Leadership Profile, reviewed and evaluated regularly, is the basis for our leadership management and development, including recruitment and selection, in-house development and performance review and development.

In 2013/14 there were 16 participants in the Executive Development Program, 79 caregivers were enrolled in the Diploma of Management and 110 participated in the mentoring program. Two caregivers were awarded scholarships to complete the Advanced Diploma in Management in 2014 after demonstrating excellence in the Diploma of Management qualification in 2013.

Fellowships supported

	2010	2011	2012	2013	2014
No. caregivers	225	235	221	210	184
Financial commitment	\$554,000	\$494,000	\$505,000	\$490,000	453,000

In 2014 we launched an executive coaching and mentoring program delivered by an experienced and highly regarded caregiver who works with our divisional management teams and senior executives on a range of personal and professional issues. The initial feedback was that it has been extremely positive and rewarding for participants and a commitment was made to continue the program.

The Sisters of St John of God Fellowship provides financial assistance to caregivers undertaking external study that is personally and professionally valuable and enriches the organisation. This year 184 caregivers received a fellowship at a total cost of \$453,000.

St John of God development

Caregivers are offered formation opportunities to further develop their understanding of our Mission and Service Ethos. In this year, 46 people participated in the Maintaining our Ethical Culture Program, 111 caregivers were part of our Mission Mentoring Program, 16 people undertook the St John of God Health Care Pilgrimage and 16 undertook the Graduate Certificate in Leadership and Catholic Culture.

MyLearning

MyLearning, an online learning management system introduced in June 2013, continued to be implemented and integrated across the group.

Caregivers now have 24/7 access to their learning and development programs so they can be completed at any time. The online tool has also assisted with providing information to registration bodies seeking evidence for CPD recognitions.



Social Outreach focuses on two key areas; conception to around four years of age and young people aged between 12 and 25 through the provision of services like Horizon Houses for homeless youth.

COMMUNITY

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

St John of God Health Care has an equally strong focus on fostering strong community relationships and being a good corporate citizen.

We have a community relations framework that describes the scope and scale of our community activities and helps us to strengthen our relationships with the communities in which we operate, relationships that embody our Values – hospitality, compassion, respect, justice and excellence.

Community

St John of God Health Care believes in strengthening links with the community, which encourages our active participation in community activities and also engages members of the community with our organisation.

Caregiver participation

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

In 2013/14, 57 caregivers used 1,771 hours of community service leave and contributed their time, skills and experience to local and international community programs.

Our Workplace Giving Program enables caregivers to donate to charities via our payroll system. In 2013/14, \$18,941 was donated by our caregivers, major beneficiaries being our own St John of God Foundation and Caritas.

Arts and Health

St John of God Health Care has had a long involvement with the visual, literary and performing arts, which we believe play a significant part in the holistic health, happiness and wellbeing of individuals and communities.

In 2013/14 we increased this commitment and established an arts and health framework to promote existing and new initiatives, establish arts and health research and guide future arts and health activities and partnerships. Our goal is to be a leader in arts and health in Australia and encourage others to take up a leadership role.

A group coordinator was appointed to refine and formalise our approach to arts and health and work with our divisions and external arts and health practitioners and organisations. In addition, the St John of God Health Care Arts and Health Council was re-established to ensure good governance and stewardship of resources.

Our Social Outreach services



1 WESTERN AUSTRALIA

Drug and Alcohol Withdrawal Network
Horizon Houses (p53)
Murdoch Community Mental Health
Raphael Centres (p53)
South West Community Drug Service

2 VICTORIA

Accord (p40)
Bloomsbury House
Horizon Houses (p53)
Pomegranate House (p41)
Raphael Centres (p53)

3 NEW SOUTH WALES

Casa Venegas
Raphael Centre (p53)

4 NEW ZEALAND

Waipuna (p50)
Halswell (p50)
Wellington (p50)

5 ASIA-PACIFIC

East Timor (p53)
Papua New Guinea (p53)
Tonga (p53)

Sponsorship

St John of God Health Care sponsors organisations and activities whose purpose and aspirations resonate with our own and contribute to the good of the community.

Our sponsorships are broad-ranging and include individuals or organisations across government, education and other sectors.

In 2013/14 we expended \$1,099,714 in group sponsorships and support of community services that included:

Western Australian of the Year (Professions category)

An award celebrating excellence and innovation in advanced knowledge that helps to build stronger, more cohesive communities.

Leadership WA

A development program for leadership excellence with a commitment to ethical leadership, respect for diversity and community service.

Arts sponsorships

Consistent with our view that the arts are important in providing distinctive and holistic services that 'promote life to the full', we increased our commitment to arts sponsorships in 2013/14 and became sponsors of the Western Australia Youth Orchestra and the WA Youth Jazz Orchestra, alongside our existing arts partnerships.

Social justice

St John of God Health Care is committed to a just and compassionate society.

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

Social Outreach

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

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

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

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

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

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

Since Social Outreach began in 2002, we have dedicated more than \$200 million to helping people who are experiencing disadvantage. This is funded by our commitment to give 2% of annual eligible revenue to social justice initiatives, with further contributions coming from government and other external partners.

Community responsibility

This covers a range of supports provided to other agencies in response to areas of unmet social justice needs. Examples include:

- support for community meals programs for people experiencing hardship
- educational support for marginalised groups
- provision of a meeting space for use by community groups who are providing a service for the common good of the community
- donations to emergency relief for humanitarian assistance
- financial support to other agencies that provide services to people experiencing disadvantage.

Social justice patient concessions

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

Caregivers facing hardship

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

Social justice expenditure

	Expenditure \$		SJGHC Contribution \$	
	2012/13	2013/14	2012/13	2013/14
Social Outreach and Advocacy	52,003,748	54,708,143	16,149,243	16,698,119
Community Responsibility	758,848	964,968	758,848	964,968
Patient Concessions	229,547	190,113	229,547	190,113
Caregivers Facing Hardship	71,757	63,276	71,757	63,276
TOTAL	53,063,900	55,926,500	17,209,395	17,916,476

Fundraising

St John of God Health Care utilises funds raised by us and by others on our behalf to increase our capacity to achieve our Vision, to develop the capital infrastructure required to provide the services through our facilities, as well as the provision of service to those experiencing disadvantage in our communities.

St John of God Foundation

The St John of God Foundation was established in 1994 by the Sisters of St John of God to help fund the ministry of outreach services.

It raises money through capital and other fundraising campaigns that are then used to fund social outreach projects and improve the care of the sick by supporting medical research and infrastructure.

It also provides advice and expertise to the divisions to assist them in local fundraising efforts.

In 2014 the Foundation was engaged in a feasibility study for St John of God Bendigo Hospital for the expansion of the hospital and also worked with a Research Focus Group for the Bendat Family Comprehensive Cancer Centre.

The Foundation's \$5 million Capital Fundraising Campaign for Bunbury Hospital's South West Coronary Care and Cancer Centre continues to grow. At 30 June 2014, \$3,230,968 was pledged over the next four years.

In 2013/14, the Foundation also raised significant funds for vital research work at the Bendat Family Comprehensive Cancer Centre, as well as capital and outfitting funding for the Horizon House service.

Fundraising activities such as The Santos Great Bike Ride and the St John of God Foundation Annual Corporate Charity Golf Day raised net proceeds of \$83,398 for Horizon House WA.



Volunteers from St John of God Ballarat Hospital.

Donations and bequests

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

- Unsolicited donations from individuals such as patients or clients
- Through our hospital auxiliaries
- Through specific fundraising campaigns.

In 2013/14 we received \$4,035,245 in donations and bequests. We are extremely grateful for this generous support. We direct funds as the benefactor requests – whether to buy equipment, improve facilities, fund research, or otherwise improve our services and care.

In 2013/14 the St John of God Foundation received a number of donations and grants above \$10,000 for specific projects, services and campaigns, including:

Horizon House Dianella:

Bendat Family Foundation

Horizon House WA:

AIG Australia

Strathearn Insurance Brokers

Bendat Family Comprehensive Cancer Centre – Cancer Research:

Carcione Group of Companies

Donegal Nominees Pty Ltd ATF Rifici Family Trust

Erceg Management Pty Ltd

Iannello Family

Jako Industries Pty Ltd

Mr Chris & Mrs Anthea Somas

Richardson Foundation

Stannard Family

The Jack Family Charitable Trust

South West Coronary Care and Cancer Centre Campaign:

B & J Catalano

BHP Billiton Worsley Alumina

Bunbury Toyota

City of Bunbury

City of Busselton

Coalcliff Plant Hire

McCusker Charitable Foundation

Mr Jim Litis

Mr Joseph & Mrs Carolyn Caruso

Perkins Builders

Shire of Augusta Margaret River

Shire of Collie

Southern Districts Estate Agency

Stocker Preston

Vukelic Holdings

We utilise funds raised by us and by others on our behalf to increase our capacity to achieve our Vision, to develop the capital infrastructure required to provide the services through our facilities, as well as the provision of service to those experiencing disadvantage in our communities.

Case Study – St John of God Midland Public and Private Hospitals

St John of God Midland Public and Private Hospitals will serve a broad catchment area encompassing Midland and surrounds extending to areas of the Wheatbelt when the hospitals open in November 2015.

Extensive engagement with Swan District Hospital staff and volunteers, local community groups, the Aboriginal community, state and federal Members of Parliament, local government officers and others has been undertaken to understand the community we will be serving and ensure the hospitals' design and service delivery are welcoming and culturally appropriate for all people.

A Community Advisory Council has been established to

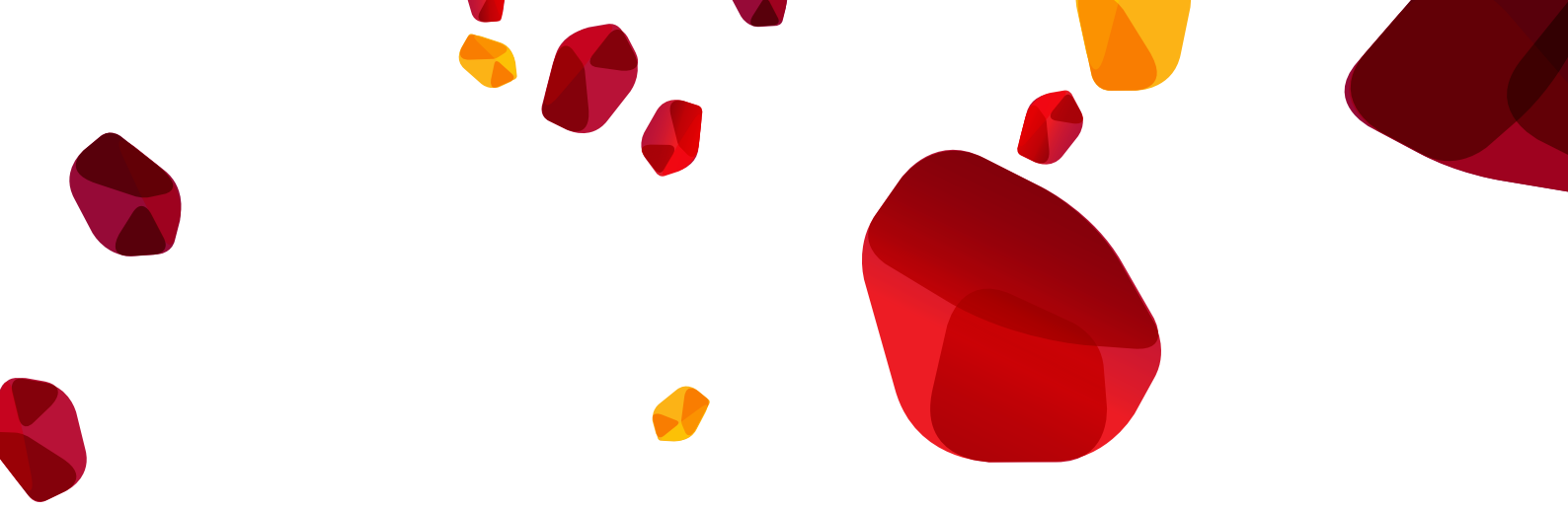
obtain input from consumers, carers and the community that will contribute to the delivery of consumer-focused health care. In addition, more than 500 visitors have toured the site.

Midland Hospitals have awarded 11 community wellbeing grants of between \$500 and \$2,500 to enable grassroots organisations to run programs that focus on physical, mental or youth wellbeing.

An example is the grant provided to Seen and Heard, an initiative of Parkerville Children and Youth Care, to allow a volunteer crew to organise Pipelines, an open air youth music festival enjoyed by about 300 young people.







ENVIRONMENT

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The introduction of a shuttle bus service at St John of God Subiaco Hospital encourages patients and visitors to use public transport, which benefits wellbeing and the environment.

Our desire to be a sustainable organisation is intrinsically linked to our Catholic heritage. As Pope Benedict expressed in 2009, “The environment is God’s gift to everyone, and in our use of it we have a responsibility towards the poor, towards future generations and towards humanity as a whole.”

Demonstrating ecological concern and respect for the earth; and acquiring, allocating and utilising our resources justly, responsibly and in a sustainable manner are stated in the guiding principles of St John of God Health Care.

The organisation is leading in its response to protecting the environment by;

- Fostering an environmentally aware workplace culture
- Strengthening management in environmental target areas of utilities, waste and fleet management
- Ensuring appropriate resourcing
- Improving the measurement, monitoring and evaluation of environmental performance.

These are the four core strategies of the Group Environmental Sustainability Strategy 2011 – 2015.

A focus on waste practices in this year saw St John of God Health Care hospitals significantly increase recycling endeavours and save waste from certain landfill.

Ballarat and Geelong Hospitals continued a sterile wrap recycling program, Subiaco and Murdoch Hospitals implemented the SITA plastic resource recovery program and Subiaco Hospital also introduced single-use metal instruments recycling. St John of God Health Care won a WA Waste Authority Infinity Award for the reuse and recycling of compression bandaging known as DVT sleeves.

These and other environment initiatives are profiled in the Environmental Highlights 2013/14.

Group Environmental Sustainability Strategy

The Group Environmental Sustainability Strategy 2011–2015 was further advanced in this financial year with key actions undertaken being:

- Discussion paper on appropriate level of funding for environmental initiatives for new building projects was prepared for the Group Management Committee to consider in 2014/15.
- The promotion of environmental events to St John of God Health Care caregivers including Earth Hour and Clean Up Australia Day and the publication of EnviroNews to support caregivers to reduce their individual and workplace impact on the environment.
- Two updates were made to the St John of God Health Care Green Vehicle Guide to guide divisions to purchase the most efficient fleet vehicles.

Environmental data monitoring

Energy and water usage data and a measure of our carbon footprint in 2013/14 were captured in Envizi, the data management software, to satisfy our legislative compliance reporting requirements under the National Greenhouse and Energy Reporting Act of 2007 (NGER Act).

Energy and water key performance indicator reports were delivered quarterly to divisions and the Board.

With waste data now available from 1 July 2012 waste key performance indicator reports will be developed in 2014/15.

Compliance

In October 2013, greenhouse gas emissions, energy consumption and energy production were reported to the Commonwealth Government in compliance with the 2007 NGER Act.

Key reportable emissions data for 2012/13:

- Energy consumption - 403 terajoules of energy
- Carbon emissions – 63,903 tonnes.

Final emissions data for 2013/14 was not available at the time this report was produced.

For each site over which we have operational control there were 12 activities to report against. These activities included consumption of natural gas, fuel (both stationary and transport), petroleum-based greases, electricity and emissions from chiller plants and from other gases.

We also reported on the production of electricity at St John of God Subiaco Hospital.

Every company in Australia that consumed more than 200 terajoules (TJ) of energy and/or emitted more than 50 kilo tonnes of carbon dioxide is required to report their energy consumption to the Clean Energy Regulator by 31 October each year.

Year ahead

In 2014/15 St John of God Health Care will continue to work through the actions of the Group Environmental Sustainability Strategy. Actionable items include:

- Develop a Discharge and Emissions Action Plan
- Establish a St John of God Health Care Health Sector Environmental Sustainability Benchmark Group
- Create a water audit tool and policy and implement at divisions
- Identify and develop waste key performance indicators.

The Group Environmental Fund of \$3.5 million for 2014/15 will be used to continue to roll out the Energy Efficient Light Replacement Project across more divisions including Geraldton, Mt Lawley, Murdoch and Subiaco Hospitals. This will further reduce our impact on the environment by reducing CO2 emissions.

Table 1. Outcomes of energy efficient light replacement project

Site	Number of LED fittings installed	Savings per annum		Achieved Co2-e reductions equivalent to			Trees you would need to plant to offset the same emissions
		Kw/H	Tonne Co2-e	Cars	Houses	Black balloons	
Ballarat	562	51,566	63	25	5.2	1,258,203	9,224
Bendigo	2,661	196,121	239	96	19.9	4,785,349	35,083
Berwick	2,333	105,862	129	52	10.8	2,583,036	18,937
Burwood	1,042	95,608	117	47	9.7	2,332,825	17,103
Frankston	1,212	111,206	136	54	11.3	2,713,421	19,893
Pinelodge	1,064	80,044	98	39	8.1	1,953,069	14,319
Warrnambool	1,808	347,705	424	170	35.3	8,483,994	62,199
Wendouree	347	23,844	29	12	2.4	581,783	4,265
Total	11,029	1,011,956	1,235	495	102.7	24,691,680	181,023

Case study: Operating theatre plastic recycling program at Murdoch

St John of God Murdoch Hospital was one of the first hospitals in Western Australia to introduce a plastic resource recovery program in its operating theatres, which saved over five tonnes of plastic material from landfill this year.

With 400 operations performed every week, five to seven plastic bowls were recovered from every procedure, then treated before being recycled into other plastic products.

Caregivers must be congratulated for their efforts to save 5,354 kg of plastic, which has been estimated to have reduced carbon emissions by 8.3 tonnes and saved electricity of around 30.5 MWh and 87.3 barrels of crude oil production.

The collected material undergoes an approved treatment process before recycled polypropylene materials are sent to a local recycler for use in the manufacturing of new plastic products, such as new wheelie bins or pallets.

Murdoch Hospital's plastic resource recovery recycling program saved over five tonnes of plastic materials used in operating theatres from going to landfill.



ENVIRONMENTAL HIGHLIGHTS 2013/14

- Seven Victorian sites and one site in New South Wales completed the Energy Efficient Light Replacement project in 2013. The majority of energy efficient lighting has now been in place for 12 months and has resulted in a reduction of electricity consumption at the eight sites of 11.5%.
- A transparent Ethylene-Tetra-Fluoro-Ethylene (ETFE) roof was installed over the new St John of God Midland Public Hospital reception. This will allow the foyer to be well illuminated, without relying on artificial light during the day, therefore reducing our electricity usage by about 876 kWh a year.
- The redevelopment of Murdoch Hospital included a number of environmental initiatives to reduce energy consumption and conserve water, including solar panels for hot water mounted on top of the new South Wing, rainwater harvesting on the new Wexford Medical Centre, and modernisation of the hospitals' HVAC system including new high-efficiency chillers and boilers.
- Group Environmental Engineer, Dean Farnsworth, won best paper for his presentation at the Institute of Hospital Engineers (IHEA) Healthcare Facilities Management October Conference in Sydney. He also presented at the Future of Lighting Summit in Sydney in June 2014.
- St John of God Health Care was the winner of the WA Waste Authority Infinity Award for its reduction of landfill through a program to reuse and recycle DVT sleeves, or compression stockings, used extensively in hospitals for immobile or surgical patients to reduce the risk of developing deep vein thrombosis.
- Murdoch and Subiaco Hospitals participated in the SITA Plastic Resource Recovery program. At Murdoch Hospital alone, recovering plastic bowls from around 400 operations each week resulted in 5,354 kg of plastic being recycled in 2013/14. Subiaco Hospital similarly collected 5,168 kg of plastics from operating theatres in the last year.
- Subiaco Hospital also started to recycle single-use metal instruments through the SITA recycling program.
- Ballarat and Geelong Hospitals participated in a sterile wrap recycling program through GT recycling. Both hospitals collected between 1 to 1.5 bales of sterile wrap each week, weighing 75 to 90 kg each. This was diverted from landfill.
- Frankston Hospital installed bike racks to encourage caregivers and visiting medical officers to choose an environmentally friendly commute to work while contributing to their wellbeing.
- Bendigo Hospital received a \$25,000 government grant to help recycle waste and cut landfill. Red (rubbish) and blue (recycling) lightweight bins of waxed cardboard were placed in all work areas and patient rooms in late June. In its first week the hospital had a third less waste and had doubled its recycling collection.
- Subiaco Hospital introduced a shuttle bus service from the nearby Subiaco train station to encourage patients and visitors to use public transport. It also has 430 caregivers engaged in its Travel Green program.
- Group Services Wendouree office introduced an Ecobin recycling system to improve office recycling practices. Under-desk waste bins were removed and each caregiver was provided with a desktop mini bin for the small amount of general waste generated each day. Paper recycling Ecobins were placed in each office and recycling bins for other recyclables were installed in the tea room.
- Pinelodge Clinic donated 18 computers and four LCD screens to Beyond Disability Inc. to be re-used. The clinic also donated 40 chairs to St Vincent de Paul and seven electric beds and mattresses and used medical equipment to a hospital in India.
- To keep toxic materials and re-usable material out of landfill Berwick Hospital sent 20 analogue televisions to a recycler, following the switch to digital television in December 2013.
- A recycling program launched at Richmond Hospital in early 2014 has seen the hospital recycle more than 12.5 tonne of co-mingled waste and more than 43.5 cubic metres of paper and cardboard.

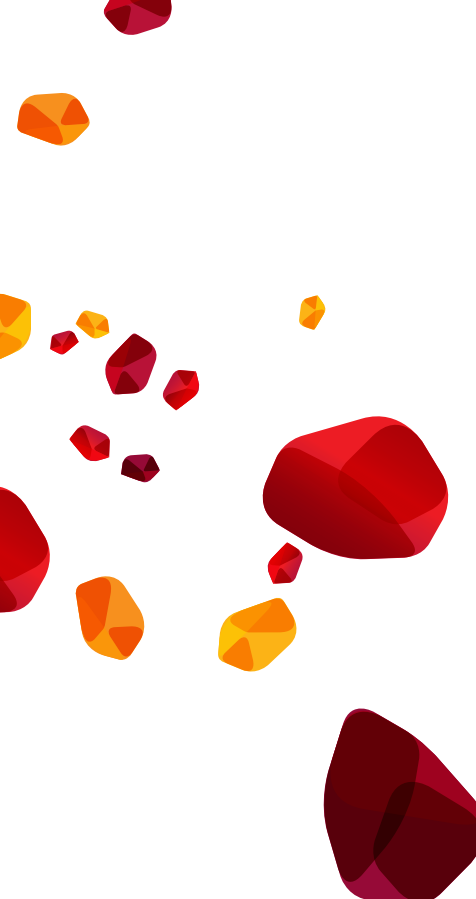


St John of God Ballarat Hospital recycled 1.5 bales of sterile wrap a week which would otherwise have ended up as landfill.



Bike racks installed at St John of God Frankston Rehabilitation Hospital encourage caregivers and visitors to use an active mode of transport.





GOVERNANCE

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Group Chief Executive Officer, Dr Michael Stanford, launched the 2015–2019 Strategic Priorities to the extended leadership teams in June 2014.

ORGANISATIONAL STRUCTURE

Key

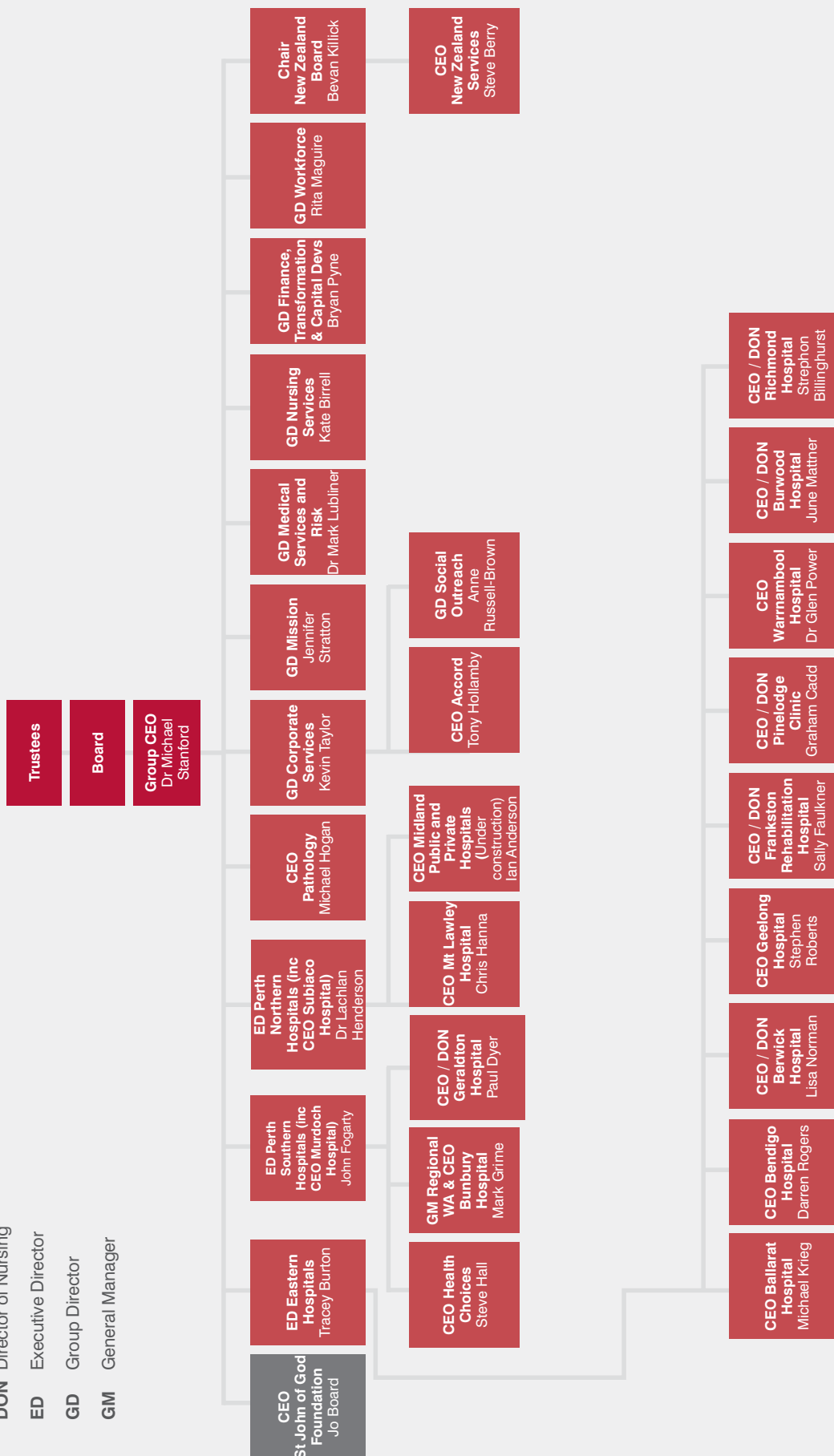
CEO Chief Executive Officer

DON Director of Nursing

ED Executive Director

GD Group Director

GM General Manager



GOVERNANCE

Structure

St John of God Health Care Inc is an incorporated association, the members of which are the directors of St John of God Australia Ltd, a civil and canon law entity established in 2004 to sponsor the ministry that was previously sponsored by the Sisters of St John of God. The Sisters remain members of St John of God Australia Ltd and share sponsorship of the ministry with nine of the Dioceses in which the group operates as well as the Hospitaller Order of St John of God. This collaboration ensures sound and continued governance and stewardship.

St John of God Health Care has a two-tiered governance structure comprising Trustees and a Board.

Trustees

The Trustees (p96) 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 3 October 2013. At the meeting, the Trustees received St John of God Health Care's 2012/13 Annual Report and its financial accounts for the year ended 30 June 2013. The Chair of the Board and the Group Chief Executive Officer provided an overview of the year and discussed plans for the 2013/14 year.

Board

The Board (p98) is appointed by the Trustees, with members accountable to the Trustees for the organisation's ongoing stewardship and strategic development. Board members are selected for their varied and complementary skills and are drawn from a wide range of backgrounds.

In addition to attending 11 Board meetings this year, Board members attended a Scenario Planning Workshop in November 2013, a Board retreat in November 2013 and Formation Workshops in July 2013 and May 2014.

Group Management Committee

The Group Chief Executive Officer is appointed by the Board and is accountable to it for the organisation's day-to-day management across Australia, New Zealand and the Asia-Pacific region.

The Group Chief Executive Officer convenes and chairs a Group Management Committee (p100) comprising senior executives who provide assistance and advice on operational matters. The committee comes together to meet six times a year over two days and participates in various 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 St John of God Health Care works to realise its Vision and fulfil its Mission. Governance influences how objectives are set and achieved, how to monitor and assess risk and how performance is optimised.

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

Good principles of governance

St John of God Health Care applies principles of good corporate governance and associated good practice recommendations based on those promulgated by, amongst others, the Corporate Governance Council of the Australian Stock Exchange. The application of these principles is as follows:

Laying solid foundations for management and oversight

The roles and responsibilities of the Trustees, Board and management are set out in the St John of God Health Care Inc. constitution. In addition, the Governance Authority Matrix addresses matters reserved for the Trustees, the Board and the Group Chief Executive Officer, while a Management Authority Matrix identifies matters for which the Group Chief Executive Officer, senior executives and the St John of God Hauora Trust Board (New Zealand) have delegated authority.

During 2013, the Board and Trustees reviewed the constitution of St John of God Health Care and the Trustees commenced a review of St John of God Health Care's governance structure.

The Board, Trustees and senior executives participated in a scenario-based planning workshop in November 2013, which led to the development of St John of God Health Care's Strategic Priorities for 2015-2019. The Strategic Priorities will inform St John of God Health Care's group and divisional strategic planning initiatives, and will be used to inform and further develop relationships with our key stakeholders.

Appropriate mechanisms to monitor the performance and development of senior executives are in place and all senior executives are assessed annually. Senior executives also participate in a 360-degree feedback process every three years that assesses behaviour against a Leadership Profile, with feedback incorporated into annual performance review and development conversations.

In 2013/14, a Formation Policy to clarify formation expectations in relation to St John of God Health Care front-line caregivers was developed.

Structuring the Board to add value

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

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

In 2014, the Board restructured a number of its standing sub-committees. The Finance and Investment Committees were merged and a new Clinical Performance Committee was established to oversee excellence in clinical care. This brings the number of standing committees to five: Audit and Risk, Finance and Investment, Formation, Clinical Performance and Remuneration (p95).

The Board schedules regular presentations from senior managers, focused on key operational, strategic and Mission-related matters.

Promoting ethical and responsible decision making

In 2014, the Trustees completed their review of the cornerstone *Our Vision 2015–2019* document. This document outlines the Vision, Mission and Values of the organisation, the key result areas for work to be undertaken and the guiding principles, and defined outcomes to be achieved in each key result area. *Our Vision 2015–2019* has been widely shared amongst caregivers across the organisation and was used to develop the Strategic Priorities 2015–2019. These two documents together will inform the development of divisional strategic plans.

St John of God Health Care undertook an internal review of the way in which it ensures that vulnerable patients and clients are adequately protected, and adopted a new policy in relation to responding to allegations of historical abuse.

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

Safeguarding integrity in financial reporting

The Audit and Risk Committee (p95) 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 June 2014, Ms Kerry Sanderson commenced as the new Chair of the Audit & Risk Committee (p95).

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.

In March 2014, the Board approved the creation of the role of Group Director Governance, which will oversee and integrate the group's internal audit, risk management and compliance functions.

Recognising and managing risk

In 2014, the implementation of the Enterprise Risk Management framework introduced in April 2013 was progressed throughout the group. The framework ensures key strategic, operational, financial and compliance risks are identified, assessed and controlled on an ongoing basis.

The Group Director Medical Services and Chief Risk Officer give an enterprise risk management update twice a year.

The Chief Risk Officer reports to the Audit & Risk Committee and the Board once a year.

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 an 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.

Internal audits are conducted for specific areas of risk. In 2013/14 KPMG conducted a series of project-specific risk reviews in the construction and commissioning of St John of God Midland Public and Private Hospitals.

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

Remunerating fairly and responsibly

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

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

Priorities for 2014/15

There will be a significant focus on governance in 2014 with the appointment of the Group Director Governance. It is also expected that the Trustees will complete a review of the Governance Authority Matrix.

Board meetings and committees

Board meetings

Chaired by Tony Howarth, the Board comprises 11 members including the Group Chief Executive Officer, Dr Michael Stanford. The Board is accountable to the Trustees for the ongoing stewardship and development of the organisation including all aspects of its Mission, service delivery and financial performance.

Audit and Risk Committee

Chaired by Ms Kerry Sanderson, this committee comprises four non-executive Board members and assists the Board to fulfil its fiduciary and corporate governance responsibilities by: overseeing the integrity and quality of financial information presented to the Board; overseeing the scope and quality of internal and external audit functions; monitoring the identification and management of business risks; and monitoring compliance with statutory responsibilities. Ernst & Young was engaged as the external auditor and the internal audit function was complemented by the engagement of Pricewaterhouse Coopers and KPMG.

Finance and Investment Committee

Chaired by Dalton Gooding, the Finance and Investment Committee comprises four Board members (three non-executive directors and the Group Chief Executive Officer), an independent investment expert and the Group Director Finance. The committee reviews financial performance and administers and manages surplus funds, as well as considering and making recommendations on financial and investment matters.

Formation Committee

Chaired by Dr Tony Baker, the committee comprises five Board members, including the Group Chief Executive Officer and the Group Director Mission. The committee gives form and shape to Board members' understanding of St John of God Health Care as a ministry of the Catholic Church and also works to raise awareness of the lived expression of the Vision in the delivery of services.

Clinical Performance Committee

The newly established Clinical Performance Committee comprises four Board members, including the Group Chief Executive Officer. Its membership also includes the Group Director Medical Services, Group Director Nursing, a clinical nurse and a doctor. An allied health practitioner and a consumer representative will also be appointed. The purpose of the committee is to assist the Board in fulfilling its governance responsibilities in relation to the organisation's clinical performance, particularly with regard to patient safety and quality.

Remuneration Committee

Chaired by Tony Howarth, this committee comprises three non-executive Board members. It aims to ensure fair and responsible remuneration and takes advice from an independent remuneration consultant. It reviews the Group Chief Executive Officer's performance and makes recommendations to the Board on remuneration for this position and that of the senior executive group.

BOARD ATTENDANCE

Member	Governing Board		Audit & Risk Committee		Finance & Investment Committee		Formation Committee		Clinical Performance Committee		Remuneration Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Tony Howarth	11 Chair	10			11	10					2 Chair	1
Mark Bahen	11	11	4 Chair (for 4/5 meetings)	4			4	4	3	3	2	2
Dr Tony Baker	11	11	4	1			4 Chair	4	3	3		
Jay Bonnington	11	10	5	5			2	1				
Rosanna Capolingua	11	9	1	1	5	5			3	3		
Sr Linda Ferrington	11	10	1	1			4	4				
Dalton Gooding	11	10			11 Chair	8					2	2
Peter Prendiville	11	11			11	9						
Kerry Sanderson	11	11	5 Chair (for 1/5 meetings)	4	6	4						
Dr Michael Stanford	11	11	5	5	11	10	4	3	3	2	2	2



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

TRUSTEES' BIOGRAPHIES

Ms Eva Skira – BA, MBA, FAICD, FAIM, SNR FFSIA

Appointed Chairman on 1 January 2014. Trustee since February 2012 and Deputy Chairman from 1 January 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.
- Non-executive directorships on governance, regulatory and advisory boards in business, government, education and the not-for-profit sectors.
- St John of God Health Care Board Member since 1999 and Deputy Chairperson since 2008.
- Currently Chairman Water Corporation, Director Macmahon and RCR Tomlinson Ltd.

Mr Clive Macknay – BCom, CA, CPA

Chairman February 2011 – December 2013

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

Rev Dr Joseph Parkinson – STL PhD

Deputy Chairman since January 2014, appointed October 2009

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

Mr Don Good – FCA, B.Com

Appointed January 2000

- Chartered Accountant with international accounting firm in Perth and Sydney.
- Joined St John of God Subiaco Hospital in 1977 as their accountant before becoming St John of God Health Care's first National Director of Finance.
- One of the first lay people to be appointed as a Trustee.
- Director of HESTA Superannuation Fund, 1989–2010, and past Chairman.
- Governor and Director of The University of Notre Dame Australia.
- Financial Consultant to the Sisters of St John of God.

Our Trustees bring a wealth of skills and experience and exercise a range of authorities, including the appointment and evaluation of Board members and ensuring that our ministry remains faithful to its role within the Catholic Church.

Mr Mark Murphy

Appointed January 2014

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

Mrs Therese Temby – BSc, Grad Dip Educ, Grad Dip ILS

Appointed October 2004

- Began her career as a secondary school teacher in Western Australia, first in Government schools and then in the Catholic education system.
- Contributed to state and national educational organisations through board membership and committee participation.
- Former appointments include Director of Catholic Education WA for 10 years and Chair of the Curriculum Council of WA.
- Chair of the National Catholic Education Commission 2008-2013.

Ms Mary McComish

Appointed July 2013

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

Mr John (Jack) Moore

Appointed July 2013

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



Left to right: Ms Jay Bonnington, Ms Kerry Sanderson, Sr Linda Ferrington, Mr Peter Prendiville, Mr Tony Howarth, Mr Mark Bahen, Dr Michael Stanford, Mr Dalton Gooding, Assoc Prof Rosanna Capolingua, Dr Tony Baker.

BOARD BIOGRAPHIES

Mr Tony Howarth – AO, CitWA, Hon LLD WAust, SF Fin, FAICD
Chairman since January 2004, appointed in May 2001

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

Mr Mark Bahen – LLB

Deputy Chairman since February 2012, appointed January 2008

- Former Partner of Clayton Utz Solicitors practising in corporate and commercial law.
- Headed the health service and agribusiness divisions of Clayton Utz's Perth office providing legal services to St John of God Health Care for 10 years.
- Chairman of Consolidated Pastoral Pty Ltd.

Dr Tony Baker – MBBS, FRACS, MAICD

Appointed March 2005

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

Ms Jay Bonnington – BCom, MBA, FCPA, FAICD

Appointed October 2006

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

Assoc Prof Rosanna Capolingua – MB BS FAICD

Appointed January 2010

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

Sr Linda Ferrington RSC

Appointed March 2012

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

Mr Dalton Gooding – BA Bus, FCA

Appointed February 1998

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

Mr Peter Prendiville – B.COM

Appointed May 2012

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

Ms Kerry Sanderson – AO, BSc, BEcons, Hon DLitt, FAICD

Appointed March 2012

- Board Member for Downer EDI, Atlas Iron and the International Centre for Radio Astronomy Research.
- Chairman of Gold Corporation and the State Emergency Management Committee.
- Participates in a number of charitable and community activities including Board Member of Senses Australia and the Paraplegic Benefit Fund, and an Adjunct Professor at the Curtin University Business School.
- Named an Officer of the Order of Australia in 2004 for service to the development and management of the port and maritime industries in Australia and to public sector governance in finance and transport.
- Held positions as Agent General for WA, CEO of Fremantle Ports, Deputy Director General of Transport for WA and Director of the Economic and Financial Policy Division for the Western Australian State Treasury.

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

Group Chief Executive Officer

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



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

GROUP MANAGEMENT COMMITTEE BIOGRAPHIES

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

Group Chief Executive Officer – Appointed February 2002

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

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

Group Director Nursing Services – Appointed April 2003

- Over 30 years' nursing experience, the last 20 years in leadership positions, and participates in national and state committees promoting and sustaining nursing professionalism, excellence and education.
- Chairperson of Catholic Health Australia's Director of Nursing and Midwifery Committee
- Member of Catholic Health Australia's Stewardship Board.
- Australian Catholic University Honorary Clinical Associate Professor, in recognition of her collaboration and support of nursing programs and initiatives.
- Member of the Victorian Nursing and Midwifery Ministerial Council.
- Member of Deakin University's Geelong Community Leaders Group and Board Member of Gordon TAFE
- Member of the Australian Institute of Company Directors and the American Organisation of Nursing Executives

Mrs Tracey Burton – BHA, MBA, GAICD

Executive Director Eastern Hospitals – Appointed October 2010

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

Mr John Fogarty – Dip App Sc, B.Bus (Bus Admin), MBA, Grad
Cert LCC, MAICD

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

- Commenced position of Executive Director Perth Southern Hospitals in September 2013 which includes the role of CEO St John of God Hospital Murdoch and also oversees St John of God Hospitals in Bunbury, Geraldton and St John of God Health Choices.
- 20 years leadership experience in the health care industry.
- Significant experience in delivering major capital redevelopment projects.
- Previous positions include COO of Mercy Health in Melbourne and CEO of St John of God Ballarat Hospital.

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

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

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

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

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

- 25 years' broad experience in health services as a general practitioner and in clinical and managerial roles at St John of God Health Care and the Mount Hospital, Perth.
- Member Notre Dame University Medical School Advisory Board.
- Fellow of Leadership WA.
- Board member Western Australian Cricket Association (WACA) including member of the Future Development sub-committee.
- Acting Chief Executive Officer St John of God Pathology, November 2011 to June 2013.

Mr Michael Hogan – B Com, GDip (HSM), CA, MAICD, Grad Cert LCC

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

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

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

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

- Experienced hospital professional with more than 25 years' experience, the last 14 years as a CEO of both public and private hospitals.
- Previously CEO of Calvary Health Care Tasmania, Mildura Base Hospital and Knox Private Hospital.
- Michael has experience in health care leadership in rural and metropolitan areas and is currently completing a Graduate Certificate in Catholic Culture and Leadership.

Dr Mark Lubliner – B. Med Sci (Hons), MBBS, MBA, FRACMA
Group Director Medical Services – Appointed July 2012

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

Ms Rita Maguire – GAICD

Group Director Workforce – Appointed November 2012

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

Mr Bryan Pyne – BBus, FCA

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

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

Mr Stephen Roberts – BBus, BHA, MBA

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

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

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

Group Director Mission – Appointed February 2000

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

Mr Kevin Taylor – BSc, GAICD, Grad Cert CLC

Group Director Corporate Services – Appointed April 2008

- Management experience within the healthcare industry spanning over 25 years.
- Previously Chief Executive Officer of 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.

GLOSSARY

Accreditation

Independent, periodic evaluation of our Australian hospitals by the Australian Council on Healthcare Standards (ACHS); our New Zealand residential facilities by the New Zealand Ministry of Health; and our Australian pathology services by the National Association of Testing Authorities (NATA).

Acute care

Treatment of a sudden episode of illness or injury.

Australian Council on Healthcare Standards (ACHS)

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

Board

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

Capacity building

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

Caregiver

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

Client

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

Clinical care/clinical services

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

Clinical risk management

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

Collection centre

A centre offering pathology services.

Comprehensive Cancer Centre

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

Coronary care unit (CCU)

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

Critical/intensive care unit (CCU/ICU)

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

CSSD

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

Disability Access and Inclusion Plan (DAIP)

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

Discharge

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

Division

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

Episode/occasion of service

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

Foundations of Excellence

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

Group

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

Holistic care

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

Hospital in the Home (HITH)

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

Hospitaller Order of St John of God

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

Inpatient

A person admitted to a hospital for treatment.

MURTEC

Murdoch Training and Education Centre, a clinical training and education centre at our Murdoch Hospital.

Not-for-profit or non-profit organisation

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

Outpatient

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

Overnight patient

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

Palliative care

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

Pastoral services

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

Pathology

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

Perinatal mental health

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

Press Ganey

An independent company which conducts benchmarked satisfaction surveys.

Procedure

An activity performed on an individual with the object of improving health, treating disease or injury, or making a diagnosis.

Public-private partnership (PPP)

A government service or private business venture funded and operated through a partnership of government and private sector company/ies, involving a contract between a public sector authority and a private party/ies.

Reconciliation Action Plan (RAP)

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

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, training and working in general practice in a hospital.

Same day patient

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

Separation/discharge

The completion of an episode of care.

Service Ethos

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

Social justice

A commitment to people who are vulnerable, materially poor, powerless, or marginalised, and a fundamental and nonnegotiable 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.

Stewardship

Effective and sustainable use of resources.

Sustainability

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

Team nursing model of care

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

Telehealth

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

Trustees

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

Workforce planning

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

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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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*An additional 1,000 caregivers
will join us in the coming year and
together we will continue to deliver
on our Mission.*

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