



ST JOHN OF GOD
Health Care

Annual Report 2015–16

**TO
PATIENTS &
FAMILIES IN
OUR CARE**

**TO
EACH
OTHER**

**IT'S IN
HOW WE
RESPOND**

**TO DELIVER
ON OUR
MISSION**

**TO
COMMUNITY
NEED**

**TO OUR
VALUED
PARTNERS**

Hospitality | Compassion | Respect | Justice | Excellence



ESTABLISHED IN
1895 IN WESTERN
AUSTRALIA BY
THE SISTERS OF
ST JOHN OF GOD



EMPLOYED
14,328
CAREGIVERS

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



TREATED 324,831
OVERNIGHT
AND SAME DAY
PATIENTS, AND
DELIVERED 12,113
BABIES

REVENUE OF
\$1.6 BILLION

AUSTRALIA'S **FOURTH
LARGEST** PATHOLOGY
OPERATOR

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

23 FACILITIES
COMPRISING **3,084 BEDS**
LOCATED IN WESTERN
AUSTRALIA, VICTORIA,
NEW SOUTH WALES
AND NEW ZEALAND

HOME NURSING
SERVICES IN
VICTORIA AND
WESTERN AUSTRALIA
DELIVERED **111,040**
EPISODES OF CARE

COMMITTED MORE THAN
\$61.6 MILLION, INCLUDING
PARTNERSHIP FUNDING
TO SOCIAL JUSTICE
INITIATIVES REACHING OUT
TO PEOPLE EXPERIENCING
DISADVANTAGE

DELIVERED
2,212,545
PATHOLOGY
EPISODES IN
WESTERN
AUSTRALIA AND
VICTORIA



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A MESSAGE FROM THE CHAIRMAN OF TRUSTEES



Throughout 2016, the Catholic Church has been celebrating the Extraordinary Jubilee Year of Mercy, a holy year of celebration and prayer announced by Pope Francis in 2015.

In his address, he called us to “give comfort to every man and every woman of our time”.

As part of the Year of Mercy, a special jubilee event took place in June for those who work with the sick and persons with disabilities, with the theme of ‘Going above and beyond’.

At St John of God Health Care, this is how we approach our ministry.

Outstanding health care and access to the highest quality research, technology and clinical expertise are expected from a health care provider and St John of God Health Care is recognised as a leader in these areas. We provide our patients and clients with the best that modern medicine and care can offer.

We believe this is just the start of good care. First and foremost, our patients and clients are individuals: people with families, friends, concerns, interests and fears.

Putting the person receiving care at the centre of everything we do and considering all their needs – physical, emotional, intellectual, social and spiritual - is what makes us different from other health care providers.

For this reason, St John of God Health Care has taken ‘It’s in how we respond’ as the theme for this year’s *Annual Report*.

Responding to each person, and to each other, from a perspective of openness and generosity, to provide a reason for hope and respecting each person’s dignity is at the core of our Mission and is encapsulated in *Our Vision*. It is lived by our caregivers every day, across all our divisions.

In 2015/16 we continued our growth trajectory, opening our St John of God Midland Public and Private Hospitals in Western Australia, taking over ownership of Hawkesbury District Health Service from another Catholic provider in New South Wales and continuing major redevelopments in both Western Australia and Victoria.

In particular, we have been delighted that a significant portion of this growth has been in public health, partnering with the Western Australian and New South Wales governments to help meet community need.

We also continued to expand our work in social justice and outreach, increasing our involvement in areas such as disability advocacy and commencing work on our new stretch Indigenous Reconciliation Action Plan.

Ensuring St John of God Health Care remains faithful to its Mission is one of the Trustees’ key responsibilities and in 2015/16 we completed the review of our Mission Management Model.

The review made a number of recommendations to ensure the Mission not only continues to inform our organisational culture but is also fully integrated and the key influencer for the way we deliver our care.

The focus on Mission integration will help us continue to be a leader not only in Catholic health care, but also in the Australian health sector, a key strategic priority.

Eva Skira
Chairman of Trustees



Various faith leaders watch on at the St John of God Midland Public Hospital opening ceremony, where they participated in an ecumenical blessing of the new facility led by Catholic Archbishop of Perth Most Rev Timothy Costelloe.

YEAR IN REVIEW

Hospital Services

The integration of Hawkesbury District Health Service in October 2015 and the opening of the St John of God Midland Public and Private Hospitals in November 2015 had a significant impact on the growth of our services in 2015/16.

Hospitals increased overnight separations by 16.5% and day separations by 9.6% compared to 2015/16. Procedures increased 8.6% and emergency presentations more than doubled.

Births increased by almost 15% and we delivered more than 12,000 babies (p26-27).

New hospitals

St John of God Midland Public and Private Hospitals opened on time and within budget on 24 November 2015.

St John of God Health Care took on the operation of Hawkesbury District Health Service in October 2015 (p30-32).

Pathology

While pathology episodes increased 3.4% in a very difficult environment, we announced our intention to sell our pathology division to Australian Clinical Laboratories. Settlement is expected to occur in the first half of 2016/17 (p27).

Home nursing

Undertook 111,040 episodes of care; developed and implemented home oncology services in Melbourne and Perth (p63).

Training and education

Partnered with 26 universities and 32 Registered Training Organisations to provide undergraduate clinical placement opportunities for nursing, medical and allied health students from all over Australia (p82-83).

Nursing and midwifery education

Received more than 1,000 registrations of interest in our Pathways to Practice graduate nurse program in Western Australia and recruited 38 graduate nurses who will have the opportunity to rotate to different divisions and across specialties (p83).

St John of God Health Care Executive Director Eastern Hospitals, Tracey Burton, and Hawkesbury District Health Service Chief Executive Officer, Strephon Billingham, cut the ribbon on the day of the hospital handover.



Medical education

Continued to support the Specialist Training Program initiative introduced by the Federal Government by providing clinical supervision and education throughout a range of specialties (p82).

Mission

Completed Mission Management Model review; implementation of recommendations from the review to commence in 2016/17 (p86).

Formation

More than 1,900 caregivers participated in Many Faces – One Story caregiver formation program in 2015/16. Facilitated triennial Leadership Formation Conference titled 'Nurturing a Healing Presence' (p86).

Information Technology

Appointed Chief Medical Information Officer to oversee the implementation of a clinical information system. Engaged patients, medical professionals and other website users to develop designs for a new website. Technical requirements scoped ready for development of the new site.

Research

Research activity continued to expand, with 169 new research proposals submitted in 2015/16, an increase of more than 40% over the previous year (p76).

Financial Performance

Achieved revenue of \$1.6 billion in 2015/16, an increase of 20.8% on 2014/15 (p25).

Developments and expansions

Opened St John of God Midland Private and Public Hospitals on time and within budget.

Took on the operation of Hawkesbury District Health Service in Windsor, New South Wales.

Continued works on stage two of the redevelopment at St John of God Murdoch Hospital, the \$41 million redevelopment at St John of God Bendigo Hospital, the \$21 million upgrade and expansion of cardiac services at St John of God Geelong Hospital and the \$17 million upgrade at St John of God Mt Lawley Hospital.

Commenced construction of new \$120 million St John of God Berwick Hospital, jointly owned with Generation Healthcare REIT (p30-31).

Workforce

Increased number of caregivers by more than 25% from 11,415 in 2014/15 to 14,328 in 2015/16 (p88).

Occupational Health, Safety and Wellness

Improved safety at work for our caregivers was a key priority in 2015/16. Our lost time injury frequency rate declined slightly from 7.97 to 7.75 in 2015/16 but 11 hospitals improved their overall performance and several hospitals had no injuries (p92).

Nursing and midwifery

Group Director Nursing appointed. Implemented balanced scorecard system in 148 units to assist in performance improvement. Undertook a range of initiatives to look at nursing improvements in various clinical areas.

Governance and Stewardship

Transformation Program methodology developed and approved. Significant progress made on three large change programs focused on creating holistic value (p34).

Capital development framework nearing completion; five year financial targets established; new property funding model implemented for the St John of God Berwick Hospital development; and Group Property Management Strategy being implemented.



The Mission Management Model review identified that our Mission is the responsibility of every caregiver, from the Group Chief Executive Officer to frontline caregivers, such as our nurses and support staff.

Clinical risk

Clinical risk governance and managements systems strengthened by enhanced clinical performance reporting. Policies and procedures revised to reflect current reporting requirements and additional root cause analysis training and support materials provided to clinical caregivers (p69).

Accreditation

St John of God Ballarat, Bendigo, Burwood, Richmond and Murdoch Hospitals and Hawkesbury District Health Service were successfully accredited against the Australian Council on Healthcare Standards (ACHS) National Safety and Quality Health Service and EQUIP National Standards, successfully meeting all required actions within these Standards with a total of 46 'Met with Merit' ratings. This demonstrates exceptional performance beyond the required actions of the National Safety and Quality Health Service Standards.

St John of God Midland Public and Private Hospitals underwent a successful interim accreditation two weeks after opening (p68).

Environment

Continued to benefit from the Energy Efficient Light Replacement project, reducing CO2 consumption by 2,775 tonnes this year (p101).

Social Justice and Advocacy

Strengthened advocacy position in addressing inequity faced by people with a disability in seeking employment. Commenced work on new stretch Reconciliation Action Plan (p89, 91, 98).

Heritage

Implemented a group heritage strategic plan and commenced collecting items of significance for the St John of God Health Care Heritage Collection. Shared stories of our history with caregivers and the community (p101).

Arts and Health

Took leadership role in encouraging the formation of the WA Arts and Health Consortium. Implemented new arts and health programs across a number of divisions. Entered into a new major national partnership with Musica Viva (p102).

Awards

Long time Perth Northern Hospitals doctor, Associate Director David Watson made Member of Order of Australia (AM) for significant service to medicine, medical education, professional organisations, and the community; Hawkesbury District Health Service Chair of Community Board of Advice Brenda Harrold awarded a Medal of the Order of Australia (OAM) for service to the community of Hawkesbury; Dr John Westerink from Richmond awarded Medal of the Order of Australia (OAM) for service to medicine, particularly in the field of psychiatry; Professor Marie-Paule Austin from Burwood awarded the Jon Rampono Medal by the Australasian Chapter of the Marcé Society; and Subiaco's Drug and Alcohol Withdrawal Network was awarded the Outreach Healthcare Award by Catholic Health Australia (p72-73).

OUR STRATEGIC PRIORITIES 2015-2019

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

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

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

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

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

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

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



All caregivers are key to the success of St John of God Health Care's strategic priorities.

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 120 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

During the 2017 financial year, our organisational focus will be on achieving our strategic priorities through strengthening our culture, the quality and safety of our services, the safety of our caregivers and on ensuring that we have the appropriate infrastructure and processes in place to support this.

Mission Management Model Review Implementation

A review looked at the current model and made recommendations that would ensure that St John of God Health Care continues to have an appropriate and effective Mission management model for the next 10-15 years. The Trustees have endorsed a number of the recommendations.

Focus in 2016/17:

- Implement review recommendations.

Good to Great – Leading and Delivering Exceptional Care

This strategy focuses on enhancing the safety and care of our patients, which is our number one strategic priority. Maternity and mental health and development of a clinical technology strategy will be the priority focus in 2016/17.

Focus in 2016/17:

- Strengthen obstetric, midwifery and mental health safety systems.
- Implement a new electronic clinical incident reporting system to improve identification and action in relation to clinical risks.

Occupational health, safety and wellness Good to Great strategy

The continued implementation of this strategy will build on our current efforts to improve caregiver safety and achieve a high standard of safety performance.

Focus in 2016/17:

- Develop and implement a coaching program for Chief Executive Officers and Divisional Management Committee members about early intervention.
- Introduce use of occupational physician.

Theatres and procedural areas transformation

This activity is focused on generating holistic improvement to operating theatres and other procedural areas across our hospitals. The pilot program at St John of God Murdoch Hospital identified a range of initiatives.

Focus in 2016/17:

- Implement changes for immediate benefit at St John of God Murdoch Hospital and other hospital sites.
- Commence holistic review in at least two other hospitals.

Review of group learning and development approach and requirements

This review will identify the optimum learning and development delivery model for all services.

Focus in 2016/17:

- Complete the review and implement recommendations.

Implement clinical information system

Further the implementation of a clinical information system across St John of God Health Care.

Focus in 2016/17:

- Tender for preferred supplier of clinical information system.

Health Record Forms Standardisation Project

Standardised and rationalised health record forms will be implemented in preparation for the introduction of electronic medical records.

Focus in 2016/17:

- Complete standardisation of all in-scope clinical forms.

Implement scanned health records at all acute care hospitals

Scanned health records have been implemented at St John of God Geelong and Midland Public and Private Hospitals and will be progressively rolled out to all other acute hospitals.

Focus in 2016/17:

- Implement scanned health records at St John of God Murdoch and Ballarat Hospitals and gain approval for implementation plan at other hospitals.

Business analytics and reporting transformation (BART) program

This program was initiated in 2016 to ensure caregivers have easy and rapid access to the information they need to do their work effectively and efficiently.

Focus in 2016/17:

- Complete review and design phases and commence implementation.

Commence rostering, time and attendance and payroll system project

This system will simplify rostering, empower caregivers, enhance award interpretation and payroll functions, and support improved data quality and analytics.

Focus in 2016/17:

- Define business user requirements, capacity and capability.
- Complete business case and secure Board approval for implementation.

This year one of our focus areas is patient safety and care, which is crucial for us in achieving our strategic priorities.



OUR ORGANISATION

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**A LEADING PROVIDER OF
HIGH QUALITY HEALTH CARE
SERVICES, INSPIRED BY
OUR FOUNDING RELIGIOUS
WOMEN AND MEN TO GO
BEYOND WHAT MIGHT
BE EXPECTED**

OUR ORGANISATION

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

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

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

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

Vision, Mission and Values

Vision

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

Mission

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

Values

Our Values that guide us are:

Hospitality

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

Compassion

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

Respect

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

Justice

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

Excellence

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



A new mum watches attentively over her newborn at St John of God Murdoch Hospital.



A client at St John of God Accord enjoying the new music studio at our Greensborough facility.

Services Ethos

Service is central to how we bring the Mission to life at St John of God Health Care. Our development programs aim to support and develop 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 key to our success.
- Feedback and evaluation about how well we are doing is crucial.

Our symbol

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



Founding story

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

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

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

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

Structure

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

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

Key result areas

Our key result areas inform our annual operational plans. Further detail on these result areas and our progress against our 2015/16 operational plans can be found in our operational update (p28-29) and throughout the Annual Report.

SUSTAINABILITY

We have been entrusted by the Sisters of St John of God, and other ministries and organisations that are now part of St John of God Health Care, to utilise our resources justly, responsibly and in a sustainable manner.

We embark on this journey of stewardship for the people we serve, the communities in which we operate, our partners and our people for a long, healthy and sustainable future.

Throughout the *Annual Report 2015–16* there are references to sustainable activities in the critical areas of operation within our organisation and the sustainability matrix provides a quick guide as to where to find this information.

Financial (p22)

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

Workforce (p84)

We attract, develop, motivate and retain high performing people within a safe and supportive work environment. We have a strong focus on safety in our workplace and the general wellbeing of our caregivers. Caregivers are provided with opportunities to grow through personal development and training and our formation plans help build our culture and an understanding of how we serve our communities as a ministry of the Catholic Church.

Education and training (p82)

St John of God Health Care provides high quality training and education opportunities and contributes to a highly skilled Australian health and medical workforce. We partner with universities, colleges and other training institutes to deliver medical and nursing education and training, as well as a highly valued pastoral education program.

Environment (p101)

Across St John of God Health Care we are implementing initiatives that are reducing the impact we have on the environment with a focus on reducing waste and conserving energy. We comply with Commonwealth legislative reporting requirements for gas emissions, energy consumption and energy production. We promote an environmentally aware workplace and continually measure, monitor and evaluate our performance.

Community (p96)

In the communities in which we operate, St John of God Health Care is actively contributing to the greater wellbeing, well beyond the services we provide. As a group we commit 2% of revenue annually to social justice initiatives that address disadvantage and build the capacity of local communities.

We advocate for justice and compassion and contribute to strengthening communities through community service, sponsorship and participation.

Culture (p12)

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

Our culture is informed by Gospel values where the innate dignity of each person is valued and upheld, and genuine hospitality is offered to all.



SUSTAINABILITY MATRIX

This is a guide to sections of the Annual Report 2015-2016 where references to our sustainable activities can be found.

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CHAIRMAN'S REPORT



2015/16 has been a year of significant growth and change for St John of God Health Care.

Organisationally, we have expanded by 25% due to the addition of three new hospitals to our group and we have also announced a significant change to our Pathology division.

These changes have occurred against the backdrop of a federal election and ongoing fiscal pressures on the health care industry as global markets continue to be unstable and, domestically, economic growth is sluggish.

Growth and expansion

A high point in 2015/16 was the opening of St John of God Midland Public and Private Hospitals, a public private partnership with the State Government of Western Australia, on time and within budget, in November 2015. This was the culmination of five years of outstanding work from bid to build, led by our Group Chief Executive Officer, Dr Michael Stanford, and a significant milestone for our organisation.

In addition to St John of God Midland Public Hospital, St John of God Health Care entered into a public private partnership with the State Government of New South Wales in October 2015 and took over the management of Hawkesbury District Health Service in western Sydney from Catholic Healthcare Limited.

St John of God Health Care has a long history of partnering with state and federal governments to provide health and disability services in Western Australia, Victoria and New South Wales, but the opening of St John of God Midland Public Hospital and the transfer of management of Hawkesbury District Health Service, two major public private partnerships, mark a significant step forward in our goal to play a bigger role in the provision of public health and meeting community need.

St John of God Health Care has continued to invest significantly in redevelopments at our existing hospitals and other facilities to ensure we continue to meet changing needs of the communities we serve.

While we completed a number of these in the last financial year, major redevelopments are still underway at several of our hospitals, including St John of God Murdoch Hospital, St John of Bendigo Hospital, St John of God Geelong Hospital and at St John of God Berwick Hospital where we have partnered with Generation Healthcare REIT, in an innovative funding model. The Board encourages our divisions to look proactively at our facilities to ensure they offer our patients and clients the best possible environment to receive care.

Changes to Pathology

In 2016, after significant discernment, the Board approved the sale of St John of God Pathology to Australian Clinical Laboratories (Clinical Labs).

As health care becomes increasingly specialised, we have determined that our core strength and Mission should be in the delivery of hospital services.

St John of God Health Care will acquire a minority shareholding in Clinical Labs as part of the sale, which includes a board position that will be filled by St John of God Health Care Group Chief Executive Officer Dr Michael Stanford.

The sale is subject to certain approvals but is expected to go through in the first half of 2016/17.

Social justice

Our social justice agenda focuses on Aboriginal Reconciliation and disability advocacy. We have made good progress with both, commencing work on a new Stretch Reconciliation Action Plan in the past twelve months, strengthening our advocacy for employment of people with a disability and reviewing, in our acute hospitals, the patient experience of those who have a severe or profound disability.

We also made a number of changes to our outreach services for families experiencing the effects of post-natal depression, and youth at risk of homelessness in Western Australia and Victoria, that will allow us to reach more people and provide more services.

Year ahead

The focus for the next twelve months will be on overseeing the consolidation and strengthening of our newly opened and acquired hospitals, and overseeing the proposed sale of our pathology division.

We are continuing to look to the future in terms of ensuring the organisation is responding to the growing role of technology in health care and meets the highest standards of clinical excellence.

As the steady squeeze on health care funding continues and in the face of an ageing demographic, increasing demand for services and low growth, the St John of God Health Care Board will continue to oversee financial stewardship and ensure costs are well-managed while we invest for the future.

In the meantime, our focus continues to be on the people to whom we provide care – to patients, to clients, to their families and loved ones - and on the communities in which we operate. While we look to meet the challenges of the twenty-first century with twenty-first century solutions, we will make sure that we don't lose sight of the human response that is essential in providing health care.

I would like to end by thanking my fellow board members for their continued hard work and all our caregivers, doctors, allied health professionals, and volunteers who continue to respond to the needs of the communities where we operate.



Tony Howarth AO
Chairman



The first patient to be transferred to St John of God Midland Public Hospital from Swan District Hospital, 84 year old Margery Short, is greeted by Swan Kalamunda Health Service Executive Director, Philip Aylward; St John of God Midland Public and Private Hospitals Chief Executive Officer, Dr Glen Power; and St John of God Health Care Executive Director Perth Northern Hospitals, Dr Lachlan Henderson.

GROUP CEO'S REPORT



Since 2003 St John of God Health Care has undertaken a deliberate growth strategy.

It has been in the interests of the communities we serve and ensures the sustainability of our ministry.

To be a leader in the Australian health care sector in the modern environment, health care providers are becoming increasingly specialised and must have scalability.

The desire to develop scalability in order to be sustainable has been one of the guiding forces for our strategic decisions. Underpinning this is the desire, as a Catholic provider of health care, to respond to the needs of our communities, patients, clients and caregivers.

In 2015/16 we experienced one of our biggest years of growth yet.

Growth and response to community need

In November 2015 St John of God Health Care opened the new St John of God Midland Public and Private Hospitals in a public private partnership with the State Government of Western Australia.

The hospital commissioning and orientation of about 1,300 caregivers were among the most significant achievements of 2015/16, with the \$340 million 307-bed public hospital and co-located \$70 million 60-bed private hospital being opened on time and on budget.

For St John of God Health Care, the hospitals represent significant investment of more than \$100 million of our funds, and signal our commitment to growing our involvement in public health care.

The Western Australian State Government has shown foresight and prudence in looking to the private sector to help deliver public health care more efficiently to the taxpayer and we value the trust placed in us as the selected operator of the hospital.

I would like to thank the staff at the Department of Health WA, the North Metropolitan Health Service and those from Swan District Hospital with whom we have worked so closely to deliver this wonderful hospital, and I look forward to our continued partnerships.

St John of God Health Care also entered into a public private partnership with the New South Wales government in 2015 to manage Hawkesbury District Health Service, a 131-bed hospital with associated health care services located in outer Sydney previously managed for 18 years by Catholic Healthcare Limited (CHL). I thank CHL for working with us to ensure a smooth and seamless transition of services.

To remain sustainable, we must respond to the changing environment in which we operate. In 2016, after significant discernment, we announced our intention to sell our pathology operations to Australian Clinical Laboratories (Clinical Labs).

Clinical Labs has the scalability to offer our pathology caregivers the best prospects for a long-term future and, importantly, the sale ensures Clinical Labs is of a size to be a credible third competitor in pathology service provision in Australia, which is vitally in the best interests of the community.

St John of God Health Care has a long-term contract with Clinical Labs to provide pathology services to our hospitals and, innovatively, we have taken a minority equity stake in the organisation as part of the sale. I will join the Clinical Labs board after sale completion.

Financial stewardship

Our revenue in 2015/16 was up by 20.8%, well above the 8.4% average growth of the prior four years, primarily due to the commissioning of St John of God Midland Public and Private Hospitals and the acquisition and integration of Hawkesbury District Health Service.

Despite total revenue increasing by 20.8%, our EBITDA dropped by 2.8%. This reflects the significant commissioning costs for our new Midland hospitals (\$12.3 million) and operating losses at St John of God Midland Public Hospital during its first seven months of operation (\$5.3 million) while we experienced the inevitable teething issues of opening and operating a new hospital.

Excluding our investment in our new Midland hospitals, EBITDA increased by 10.3% during 2015/16 to \$133.3 million.

We also increased our investment in social justice initiatives by \$2 million, in Mission and pastoral services by \$1.4 million consistent with our role as a ministry of the Catholic Church, and in research by \$1 million as we focus on increasing our clinical expertise.

Activity was strong in 2015/16. Total patient separations were 12.3% higher year on year than 2014/15 with overnight patients up 16.5% and day patients up 9.6%. Again, St John of God Midland Public and Private Hospitals and Hawkesbury District Health Service accounted for most of the growth.



Some of the new caregivers who joined St John of God Midland Public and Private Hospitals when it opened on 24 November 2015.

Excluding these new divisions, overnight patients were up 3.2% (higher than long term average) and day patients up 3.6% (lower than long term average). We delivered more than 12,000 babies in 2015/16.

People

In 2015/16 we grew our caregiver head count by more than 25% mainly due to St John of God Midland Public and Private Hospitals opening and Hawkesbury District Health Service becoming part of the group.

The addition of large numbers of extra caregivers required detailed workforce planning and training. In addition, cultural alignment activities were undertaken to induct staff from Hawkesbury District Health Service and Swan District Hospital, as well as new caregivers at the Midland hospitals, and to provide hospitable, inclusive and welcoming environments that would allow our people to focus on patients and clients.

Occupational health and safety and improving safety at work were a major focus in 2015/16.

Our lost time injury frequency rate was 7.75 at the end of 2015/16 compared to 7.97 at the end of 2014/15. While we recognise we are not yet best practice, we are delighted that 11 of our hospitals improved their performance during the year.

Pleasingly, several hospitals had zero lost time injuries in 2015/16, and our overall positive downward trend from April to June 2016 bodes well for improvement in 2016/17.

Changes to Group Management Committee

In 2015/16 I was delighted to welcome Cynthia Dowell to our Group Management Committee as the Group Director Nursing.

I also look forward to welcoming Marcelle Mogg, who will commence in the position of Group Director Mission Integration in the first half of 2016/17 and I thank Cathy Scott who has acted in the role of Group Director Mission for the past 16 months.

Year ahead

Ensuring St John of God Midland Public Hospital is operating effectively and optimally is a major focus for 2016/17.

We will also work closely with New South Wales Health with a view to becoming a long-term operator of Hawkesbury District Health Service and expanding and growing the hospital's services.

We are aiming to complete the sale of our pathology division in the first half of 2016/17 and will work closely with Clinical Labs to transition these services smoothly and to ensure patients continue to receive access to high quality diagnostic services.

St John of God Health Care is also investing substantially in technology, which is of growing importance in the delivery of modern health care.

As part of our digital strategy, we are preparing for the introduction of a group-wide Clinical Information System and will launch a new St John of God Health Care website that has greater focus on the consumer and improved patient/customer experience.

We have a goal of zero harm for our caregivers and will focus on improving our occupational health and safety performance to benchmark levels.

Patient safety and quality are our highest priority and we are working on a number of initiatives towards eliminating preventable harm. These include governance, technology, education and training, and enhanced performance monitoring.

As a Catholic organisation, having the right internal culture is fundamental. We will commence the implementation of the recommendations from the Mission Management Model review to ensure we remain faithful to our Mission to provide person-centred, compassionate care.

It is with great pride that I look back over the past year, and I would like to thank my Group Management Committee and all the caregivers, doctors, allied health practitioners, volunteers, donors and consumer representatives who make up our community and continue to provide outstanding care to our patients and clients.

Dr Michael Stanford
Group Chief Executive Officer

A woman wearing a white lab coat and a yellow hard hat is pointing her right index finger upwards. She is looking up and to the right. The background is a construction site with scaffolding and rebar, all tinted in a warm orange-yellow color.

STEWARDSHIP

IN THIS SECTION

- 24 Finance overview
- 25 Stewardship
- 28 Operational update
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- 32 A greater role in public health care
- 34 Responding to patient needs



**SIGNIFICANT INVESTMENT
CONTINUES IN THE
REDEVELOPMENT OF OUR
HOSPITALS AND OUR PUBLIC
HOSPITAL GROWTH STRATEGY
IS BEING REALISED WITH THE
OPENING OF ST JOHN OF GOD
MIDLAND PUBLIC HOSPITAL**

FINANCE OVERVIEW

Consolidated statement of comprehensive income

FOR THE YEAR ENDED 30 JUNE 2016	2015/16 \$M	2014/15 \$M
Revenue		
Hospital income from ordinary activities	1,372.1	1,116.2
Pathology income from ordinary activities	132.9	127.1
Other income	67.2	58.5
Total revenue for the period	1,572.2	1,301.8
Expenses		
Employment costs	877.6	694.7
Medical consumables and supply expenses	372.9	317.3
Other expenses from ordinary activities	207.1	171.9
Total expenses for the period	1,457.6	1,183.9
EBITDA	114.6	117.9
Interest, depreciation and amortisation	77.1	66.7
Net surplus for the period	37.5	51.2

Consolidated statement of financial position

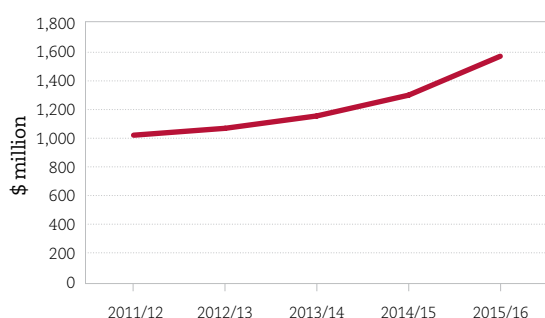
AS AT 30 JUNE 2016	2015/16 \$M	2014/15 \$M
Current Assets	262.7	208.5
Non-Current Assets		
Property, Plant & Equipment	1000.4	940.0
Other	50.5	59.5
Total Assets	1,313.5	1,208.0
Current Liabilities		
Other	289.2	252.9
Non-Current Liabilities		
Borrowings	312.0	276.2
Other	42.3	41.5
Total Liabilities	643.5	570.6
Net Assets	670.0	637.3
Equity	670.0	637.3

Consolidated statement of cash flows

FOR THE YEAR ENDED 30 JUNE 2016	2015/16 \$M	2014/15 \$M
Net Cash Inflows from Operating Activities	100.3	112.9
Net Cash Outflows from Investing Activities	(123.1)	(128.7)
Net Cash Flow (used in) / from Financing Activities	31.8	17.7
Net increase / (decrease) in Cash and Cash Equivalents	9.0	2.0
Cash and Cash Equivalents at the beginning of the year	31.0	29.0
Cash and Cash Equivalents at the end of the year	40.0	31.0

STEWARDSHIP

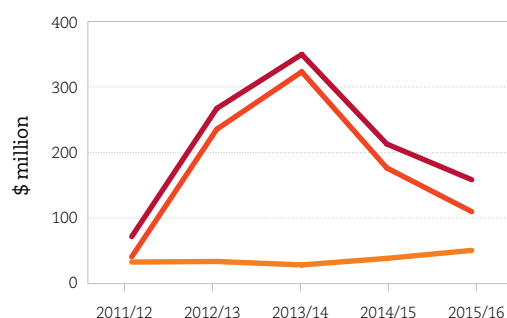
Revenue



Total Revenue (\$m)	1,021.8	1,070.1	1,156.7	1,301.8	1,572.2
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Consistent with our strategy to grow our public hospital activity, our revenue during the year increased by 20.8%, well above the 8.4% average of the four prior years. This was primarily due to the acquisition and integration of Hawkesbury District Health Service on 4 November 2015 and commissioning of St John of God Midland Public and Private Hospitals on 24 November 2015.

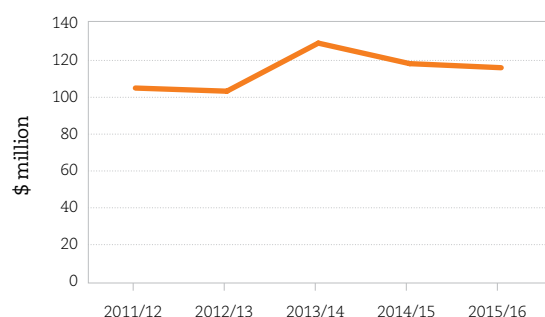
Capital Expenditure



Total Expenditure (\$m)	70.4	268.0	351.3	213.2	158.1
Facility Development (\$m)	39.2	235.9	324.5	176.3	108.9
Plant & Equipment (\$m)	31.2	32.1	26.8	36.9	49.2

FY16 saw the completion of our largest new hospital development: the 307 bed St John of God Midland Public Hospital and 60 bed St John of God Midland Private Hospital. We also progressed major facility expansions at our Bendigo, Berwick, Geelong, Mt Lawley and Murdoch Hospitals. St John of God Health Care has successfully managed \$885 million of hospital facility developments in the last five years, all being on time and on budget.

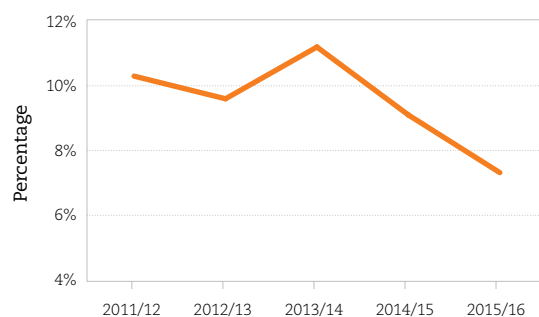
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA)



EBITDA (\$m)	104.7	103.0	129.0	117.9	114.6
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Despite our total revenue increasing by 20.8% our EBITDA dropped by 2.8%. This reflects the very significant commissioning costs for our new Midland hospitals (\$12.3m) and operating losses at Midland during its first seven months of operation (\$5.3m). In addition, in pursuit of our strategic objectives, we increased our social justice expenditure by \$2 million, our mission and pastoral care expenses by \$1.4 million and our research expenditure by \$1 million during the year.

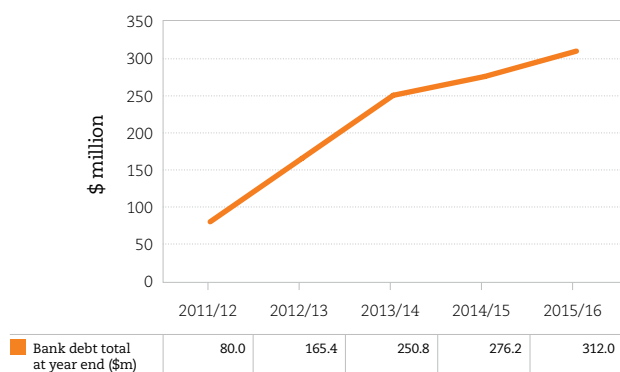
Earnings Before Interest, Tax, Depreciation and Amortisation (EBITDA) percentage



EBITDA percentage	10.3%	9.6%	11.2%	9.1%	7.3%
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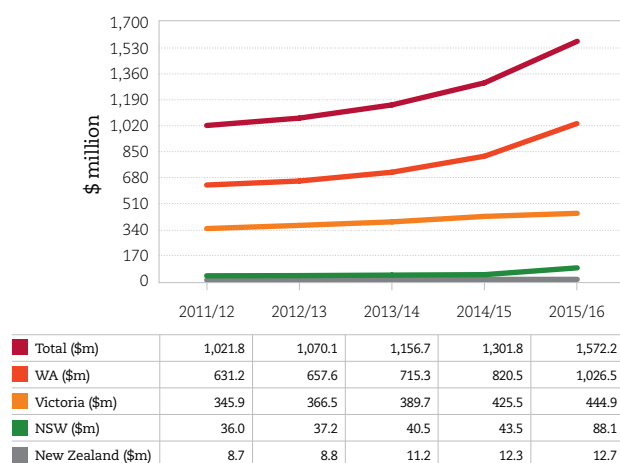
The Midland commissioning costs and operating losses, plus our increased expenditure on social justice, mission and pastoral care and research, were the prime reasons for the drop in our EBITDA margin. Excluding our new Midland hospitals and Hawkesbury District Health Service, our hospital EBITDA increased by 7.8% reflecting previous facility expansion with associated patient volume increases plus productivity improvements.

Bank Debt



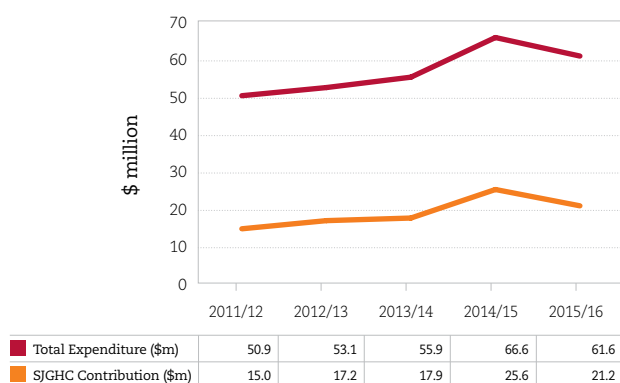
St John of God Health Care relies on the generosity of donors, cash surpluses it generates and commercial borrowing from banks to finance its operations, particularly its investment in expanding existing and developing new high quality facilities to meet community need. Our extensive facility investment in FY16 led our bank debt to increase by 12.9%. We are conservatively geared and closely monitor our bank debt, balancing this with our need and desire to grow services.

Operating Revenue - Geographic Analysis



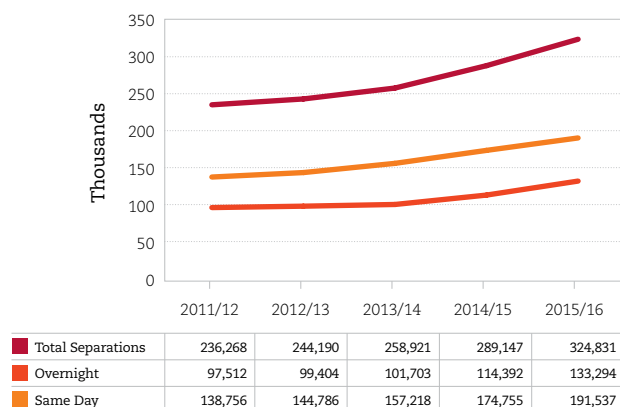
Of the 20.8% revenue growth in FY16, the largest growth geographically was in NSW where the addition of Hawkesbury District Health Service led to 102.5% growth in revenue. Due primarily to our Midland Hospitals' commissioning, revenue in WA grew 25.1%. WA now represents 65.3% of operating revenue, Vic 28.3%, NSW 5.6% and NZ 0.8%. Group revenue has risen by 36% in the last two years.

Social Justice Expenditure



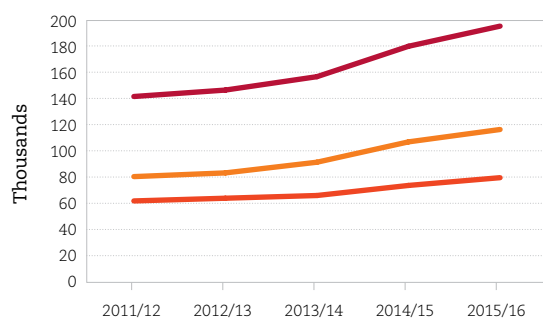
In FY16 St John of God Health Care again contributed more than \$20 million of its own funds to social justice initiatives. Excluding the prior year capital commitment of \$7.2 million to build St John of God Accord's new day program facilities, our contribution for social justice initiatives rose 15.2% in FY16 from the prior year.

Separations



Total patient separations in FY16 were 12.3% higher than prior year with overnight patients up 16.5% and same day patients up 9.6%. St John of God Midland Public and Private Hospitals and Hawkesbury District Health Service accounted for most of the growth. Excluding our Midland hospitals and Hawkesbury District Health Service, overnight patients were up 3.2% (higher than long term average) and same day patients up 3.6% (lower than long term average). These total separations accounted for 814,543 days of care.

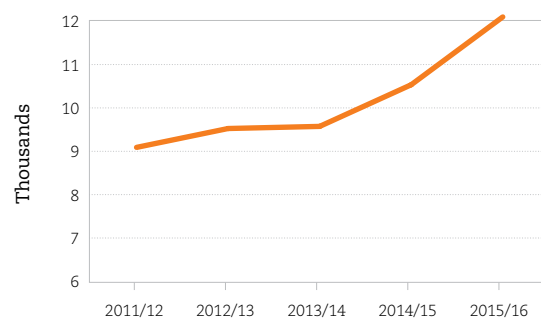
Procedures



Total Procedures	142,393	147,361	157,691	181,159	196,697
Overnight	61,811	63,910	65,999	73,770	79,759
Same Day	80,582	83,451	91,692	107,389	116,938

An increase in total procedures of 8.6% resulted from procedures on overnight patients increasing by 8.1% and for same day patients by 8.9%. Excluding St John of God Midland Public and Private Hospitals and Hawkesbury District Health Service, overnight procedures increased 2.3% and same day procedures were up 3.4%, both consistent with long term trends. At our hospitals approximately 60% of patients undergo a procedure.

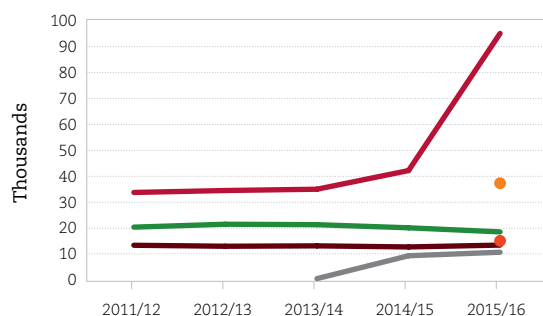
Obstetric Deliveries



Births	9,093	9,530	9,579	10,543	12,113
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Birth numbers increased by 14.9%, with 871 babies born at St John of God Midland Public Hospital from 24 November 2015 and 463 born at Hawkesbury District Health Service from 4 November 2015. Excluding our Midland hospitals and Hawkesbury District Health Service, birth numbers grew 2.2% vs the prior year. Expected birth numbers for FY16 are more than 13,500 due to the full year impact of our Midland hospitals and Hawkesbury District Health Service.

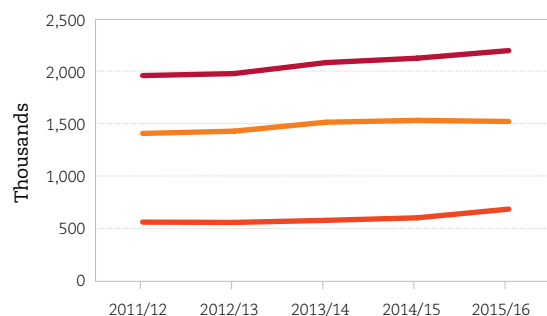
Emergency Department Presentations



Total	33,765	34,514	35,012	42,210	95,129
Midland	-	-	-	-	37,332
Hawkesbury	-	-	-	-	15,091
Ballarat	13,386	13,012	13,163	12,739	13,454
Murdoch	20,379	21,502	21,328	20,130	18,552
Geelong	-	-	521	9,341	10,700

Total presentations more than doubled (253% growth) due to busy public emergency departments at St John of God Midland Public Hospital and Hawkesbury District Health Service. Excluding these two public emergency departments, our emergency department presentations grew 1.1%. The full year impact of our Midland hospitals and Hawkesbury District Health Service in FY17 will see emergency department presentations across the group exceed 130,000.

Pathology Episodes



Total	1,971,506	1,990,723	2,096,617	2,139,263	2,212,545
Inpatient	558,100	555,169	575,040	599,680	683,741
Outpatient	1,413,406	1,435,554	1,521,577	1,539,583	1,528,804

In a very difficult industry environment we were pleased to increase our total pathology episodes by 3.4%, with inpatient episodes up 14% (mainly due to Midland work) and outpatient episodes slightly down by 0.7%. In June we announced the sale of our Pathology division with legal settlement expected in the first half of 2016/17.

OPERATIONAL UPDATE

This summarises progress in our key result areas against the 2015/16 Group Operational Plan. 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

From 2016/17 St John of God Health Care will report on the progress of our Group Business Plan, which uses a different approach to planning and reporting.

Culture

Actions	Progress
Continue implementation of cultural alignment strategy	✓ More than 1,300 caregivers at St John of God Midland Public and Private Hospitals and 610 caregivers at Hawkesbury District Health Service inducted and provided with orientation.
Progress St John of God Health Care Heritage documentation and records	✓ Selected collection management system and established standards for management of heritage collection. Five year strategy ongoing.
Participate in Trustee Review of Mission Management Model	✓ Review completed and report finalised.
Implement an engagement strategy between St John of God Health Choices and hospitals	→ In progress.
Implement professional development for managers to support Transformation projects	✓ Awareness program developed and implemented across senior level management to create a culture conducive to process improvements.
Develop group-wide approach to Net Promoter Score	✓ Net Promoter Score embedded in internal group services reviews across St John of God Health Care.
Revise Occupational Health and Safety strategy	✓ Completed. Implementation of Good to Great strategy now underway. Ongoing.
Review Learning and Development function	→ Underway. Report scheduled for first half of 2016/17.

Formation and leadership

Actions	Progress
Implement and evaluate formation policy for front-line caregivers	✓ Completed.
Increase Catholic agency satisfaction with engagement	♦ Development of formal evaluation process postponed to 2017.

Social justice

Actions	Progress
Implement year two of Social Outreach strategy	→ Ongoing. Raphael Services governance model implemented in Western Australia. Horizon House service expanded. MOU signed with East Timor government.
Implement group social justice advocacy agenda	→ Ongoing. Advocacy work in disability employment continuing. Strategy for supporting refugees developed.
Expand internship program for Aboriginal university students under the Reconciliation Action Plan	✓ Completed.

Excellence in care

Actions	Progress
Implement agreed year one recommendations for a clinical information system	→ Clinical Medical Information Officer appointed to oversee clinical requirements. Scoping tender requirements. Ongoing.
Increase participation in medical registries for collection of clinical data	→ Key registries identified and register of participation established. Ongoing.
Finalise and implement doctor accreditation processes in preparation for e-credentialling	→ E-credentialling established at St John of God Midland Public and Private Hospitals and planning underway for Perth Northern Hospitals pilot preparatory to roll out to all hospitals.
Design and implement processes for post-implementation review of new clinical technologies	✓ Completed. Ongoing review process now in place.
Implement risk reduction review for obstetrics and midwifery services.	→ Maternity services safety strategy developed and ratified. Monitoring system (K2 Guardian) installed in all but one division and Foetal Surveillance Education Program training in place.
Complete second stage feasibility investigation for St John of God Health Care to become a Registered Training Organisation.	◆ Incorporated into Learning and Development Review.
Complete phase two of implementation of Health Records Forms Standardisation Project.	→ On track for completion in December 2016.
Re-engineer clinical incident review system to improve timeliness and share learnings group-wide	✓ Completed. Management, reporting and analytics processes all reviewed and revised.
Develop strategy to be primary allocation centre for Junior Medical Officers.	→ Planning commenced in Perth Northern Hospitals. Proposal submitted to WA Health. Outcome pending.

Excellence in governance and management of resources

Actions	Progress
Progress Transformation approach and projects	✓ Priorities agreed and business cases for procedural areas (theatres) and business analytics and reporting due for development in 2016/17. Pathology also reviewed and decision made to sell.
Commission St John of God Midland Public and Private Hospitals	✓ Completed. Hospitals opened on time and on budget in November 2015.
Integrate Hawkesbury District Health Services, subject to various approvals	✓ Completed.
Implement information technology priority projects including new incident management system	→ Work progressed and on track for full system implementation by May 2017.
Implement refreshed compliance approach	✓ Completed.
Develop contract management framework	✓ Completed.
Implement new website and intranet	→ Website due to go live December 2016. Intranet project to commence in February 2017. Ongoing.
Develop and implement Group Property Management Strategy	→ Strategy developed and implementation underway.

BUILDING HEALTHY COMMUNITIES

St John of God Health Care continues to invest in redevelopments at our existing hospitals, and we partnered with the State and Federal Governments on the new St John of God Midland Public and Private Hospitals.

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

St John of God Midland Public and Private Hospitals (p42-43)

Greenfield Development 2012-2015

- The hospitals were commissioned during 2015 and opened in November, the culmination of a three-year construction program completed on time and on budget.
- The public hospital, which provides free high quality public health care for the area, is jointly funded by the State and Commonwealth Governments and operated by St John of God Health Care under a public private partnership.
- It has 307 beds of which 80% are located in single rooms.
- In the seven months since opening, the hospital has treated about 90,000 people, including approximately 37,000 adults and children at the public Emergency Department.
- The hospital has significantly enhanced the region's health services, as it is providing higher acuity and more complex clinical services, such as intensive care, coronary care and cancer care, with a greater range of services in emergency, paediatrics, aged care and rehabilitation, surgery, medicine and mental health.
- It features nine courtyards, including a children's playground, to provide patients with access to natural light and fresh air.
- The facility includes the co-located 60-bed \$70 million St John of God Midland Private Hospital funded by St John of God Health Care.
- A total of 1,604 caregivers are employed by the hospitals.



St John of God Midland Public and Private Hospitals were opened in November 2015, on time and on budget after more than four years of planning.



The new front entrance at St John of God Bendigo Hospital.

St John of God Bendigo Hospital (p52)

Redevelopment 2014-2017

- St John of God Bendigo Hospital continued its \$41 million redevelopment project that is extending the existing three levels of the hospital and adding 46 new beds. The project is also delivering a new operating theatre, refurbishment of 69 existing rooms, façade and front reception, as well as upgraded parking facilities.
- The new ward block was completed in June 2016, with improved patient areas being a feature of the new development.

St John of God Berwick Hospital (p53)

Greenfield Development 2015-2018

- Construction of the new facility jointly owned with Generation Healthcare REIT commenced in January 2016.
- The new facility will increase the capacity of St John of God Berwick Hospital from 74 beds to 190 and from four theatres to six, with potential to increase to more than 300 beds in future developments.
- The existing St John of God Berwick Hospital will undergo its own redevelopment to provide additional services when the new facility is completed.
- Construction of the new facility is on schedule for completion in late 2017.

Construction of the new St John of God Berwick Hospital on Kangan Drive commenced in January 2016.



St John of God Geelong Hospital (p55)

Redevelopment 2015-2017

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



Work continues at St John of God Geelong Hospital including the laying of the foundation at the new intensive care unit and education and research centre.

St John of God Mt Lawley Hospital (p44)

Post acquisition upgrade 2015-2017

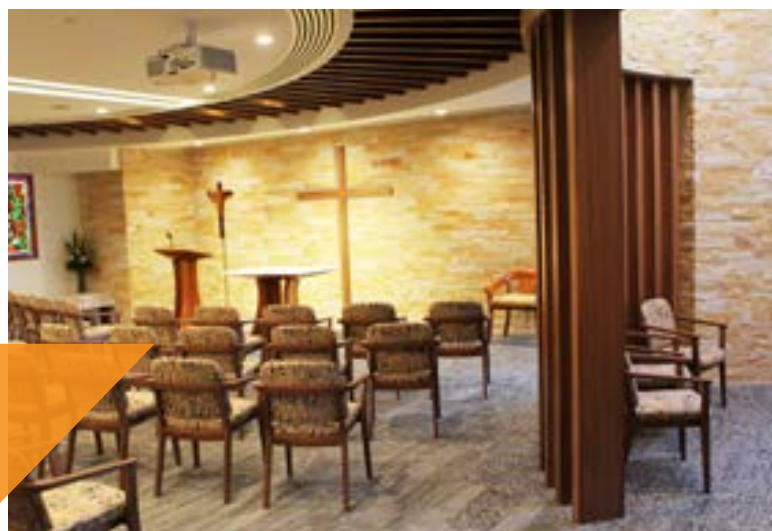
- St John of God Mt Lawley Hospital continued its redevelopment to upgrade various areas of the facility post the transfer from MercyCare in May 2014.
- Upgrade works in theatre areas and the central sterile supply department were completed in late 2015 and early 2016, with upgrades to the medical records area commencing in July 2016.

St John of God Murdoch Hospital (p46-47)

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

- Stage two of the three-stage redevelopment project continued during the year with the completion of three of the six ward refurbishments as well as the completion of the chapel and foyer upgrades.

In May 2016 a new chapel at St John of God Murdoch Hospital was commissioned.



A GREATER ROLE IN PUBLIC HEALTH CARE

St John of God Health Care significantly increased its stake in public health in November 2015 with the opening of St John of God Midland Public Hospital in Western Australia and the transfer of Hawkesbury District Health Service in New South Wales.

With two public hospitals in the group we are now able to reach more people where there are identified community needs, and we are delivering on our Mission to provide compassionate care where and when it is needed.

Just as the pioneering Sisters of St John of God worked with the State in 1895 to respond to a societal need to care for people struck by typhoid during the gold rush, we continue their mission.

In Midland we built and opened two new hospitals including a public hospital in partnership with the Western Australian Government.

Entirely new services include coronary care, intensive care – enabling the hospital to provide care to the critically unwell at levels not seen previously in this region - and medical oncology, as well as the dedicated 60-bed private hospital.

St John of God Midland Public and Private Hospitals serve the rural Mid West of Western Australia as well as its metropolitan catchment area.

Our heritage attests to a proud tradition of delivering care to rural and regional Australia, with seven St John of God Health Care hospitals in regional Australia.

In putting forward a bid to operate the public private partnership in Midland, consideration was given to the group's long standing organisational priority to help close the gap in Aboriginal health care in Australia.

In a community with a significant Indigenous population, the increased service offering by St John of God Midland Public Hospital, together with a commitment to employ and train more Indigenous Australians at all of our hospitals, supports this priority.



A day chemotherapy unit is one of several new services offered at St John of God Midland Public Hospital.

After seven months of operation, St John of God Midland Public Hospital was on track to manage an anticipated 64,000 emergency presentations, 102,000 outpatients and 29,000 inpatients in its first full year of operation.

St John of God Health Care has brought to the Hawkesbury region and the northwest corridor of Sydney the benefits of being a large-scale, sustainable and high quality operator through a public private partnership with the Nepean Blue Mountains Local Health District, part of NSW Health.

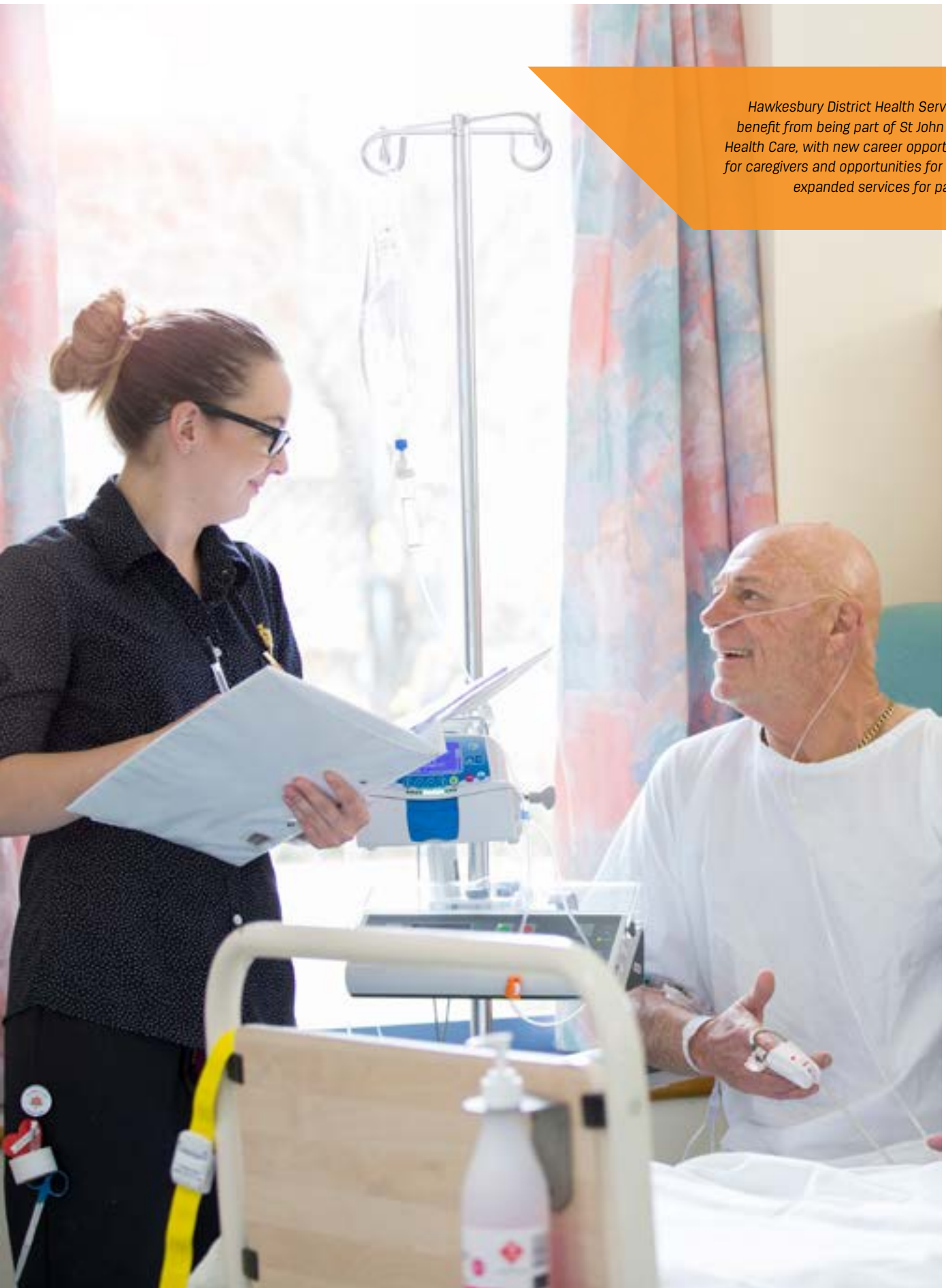
Through the duration of the seven-year agreement to run the Hawkesbury District Health Service 131-bed hospital and community health service, we will look to invest further in health services and work with the New South Wales Government to meet the needs of the region's growing population.

Hawkesbury District Health Service has more than 10,000 inpatient admissions a year and serves a region of approximately 65,000 residents.

Being part of a more integrated system of care, like that provided by the public sector, will provide benefits to St John of God Health Care's private hospitals such as greater engagement with local communities and public hospital colleagues, and increased capacity as a provider of medical education.

St John of God Health Care is gaining in sophistication in working with government so that when opportunities for partnership present we are able to help shoulder the responsibility to deliver quality health outcomes when and where they are needed.

Hawkesbury District Health Service will benefit from being part of St John of God Health Care, with new career opportunities for caregivers and opportunities for new or expanded services for patients.



RESPONDING TO PATIENT NEEDS

Under our strategic priorities, St John of God Health Care has a number of long-term large-scale projects that will enable us to meet the changing needs of our communities and patients.

Clinical information system

St John of God Health Care has commenced work to implement an electronic clinical information system across all our hospitals in the next five years.

All patient information will be recorded electronically providing clinicians with better access to information to improve patient outcomes, resulting in shorter stays in hospital and reduced cost to private insurers.

The clinical information system will also provide better patient monitoring and give doctors a single-view option of key patient results, allowing remote monitoring when clinicians are not able to be in the hospital.

Transformation

A Transformation Support Team was established in 2015 to create internal strategic project advisory and delivery capability and support St John of God Health Care through a period of unprecedented growth and change.

There are three major transformation programs underway at St John of God Health Care, as follows:

Review of St John of God Pathology

A review of St John of God Pathology identified and led to the implementation of a number of initiatives, resulting in \$3.1 million of recurring financial benefit.

These considerable improvements in service and efficiency enabled St John of God Pathology to be objectively assessed within an industry context, after which it was concluded that the best option for St John of God Pathology was to become part of a bigger, pathology-focused organisation.

After considerable discernment, a decision was made to sell St John of God Pathology to Australian Clinical Laboratories.

Theatres and procedural areas

This project focuses on generating holistic improvement in operating theatres and other procedural areas.

In the initial phase the team based at St John of God Murdoch Hospital developed a range of initiatives that are expected to be rolled out to other divisions in the future.

Some of the initiatives include:

- A pilot to introduce patient and electronic equipment tracking that enables live information to inform decision making about staff deployment and use of theatres.
- A new model for the theatre recovery area that streamlines the transfer and handover of patients from the operating theatre, to recovery and wards.

Other initiatives expected in the coming year include: a mobile phone app to book operating theatres, track patients and access additional services; a Clinical Command Centre using advanced data visualisation tools, systems and dashboards to resolve procedural area problems; and redesigning the end-to-end processes for admitting patients for surgery.

Business analytics and reporting (BART)

This program aims to improve the way St John of God Health Care utilises data and information to improve decision making and outcomes.

In the first phase, analysis and consultation assessed how St John of God Health Care currently uses data compared with 50 high-performing organisations around the world.

In the next phase, St John of God Health Care will develop a three-year strategy and a new organisational structure, identify the required technology, establish a performance management framework, and implement a training and education plan for caregivers.



A new model for patient handover at St John of God Murdoch Hospital is streamlining the transfer of patients from the operating theatre to recovery and wards.



SERVICES

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**OUR QUALITY HEALTH
CARE SERVICES INCLUDE
HOSPITALS, PATHOLOGY,
HOME NURSING,
DISABILITY AND OUTREACH
THROUGHOUT AUSTRALIA,
NEW ZEALAND AND THE
WIDER ASIA PACIFIC REGION**

OUR LOCATIONS

WESTERN AUSTRALIA

1 Perth

- Head office
- Hospitals:
 - St John of God Midland Public and Private Hospitals (p42-43)
 - St John of God Mt Lawley Hospital (p44)
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- Social Outreach: (p65)
 - Drug and Alcohol Withdrawal Network
 - Horizon Houses
 - Murdoch Community Mental Health
 - Raphael Services
- St John of God Foundation (p104-105)
- St John of God Health Choices (home nursing) (p63)

2 Bunbury

- St John of God Bunbury Hospital (p40)
- St John of God Busselton Day Hospital
- Social Outreach: (p65)
 - Horizon House
 - South West Community Drug Service Team
- South West Cancer Accommodation Centre

3 Geraldton

- St John of God Geraldton Hospital (p41)
- Horizon House

4 North and Mid West

- Horizon House Broome

5 State-wide

- Pathology – seven laboratories and 74 collection centres (p61)

VICTORIA

6 Melbourne

- Accord (p50)
- Hospitals:
 - St John of God Berwick Hospital, including Specialist Centre (p53)
 - St John of God Frankston Rehabilitation Hospital (p54)
 - St John of God Pinelodge Clinic (p56)
- St John of God Health Choices (home nursing) (p63)
- Raphael Services Berwick

7 Ballarat

- St John of God Ballarat Hospital (p51)
- Social Outreach (p65)
 - Pomegranate House
 - Raphael Services Ballarat

8 Bendigo

- St John of God Bendigo Hospital (p52)
- Social Outreach (p65)
 - Horizon House
 - Raphael Services Bendigo
- St John of God Health Choices (home nursing) (p63)

9 Geelong

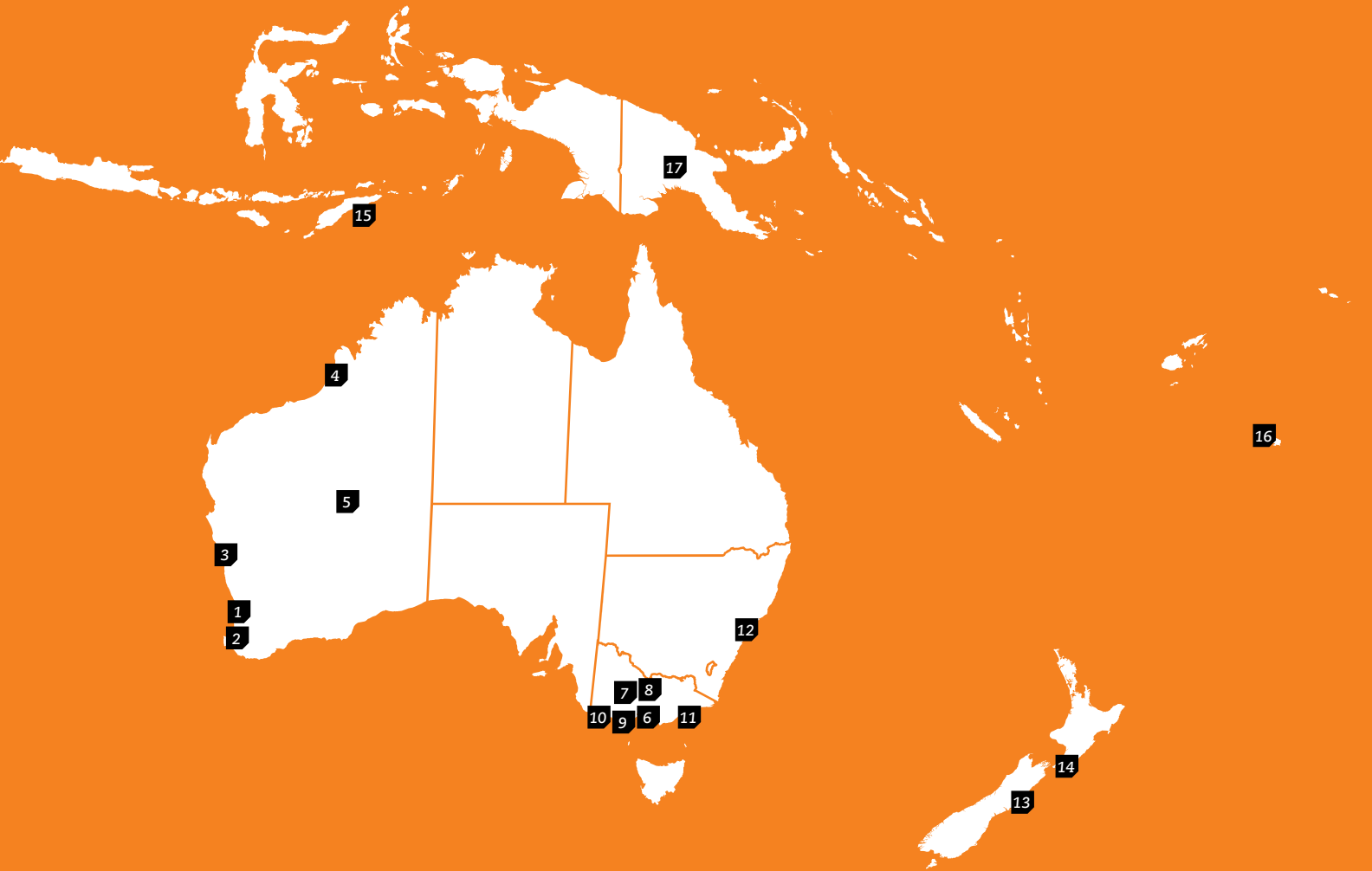
- St John of God Geelong Hospital, including Specialist Centre (p55)
- Social Outreach (p65)
 - Horizon House
 - Raphael Services Geelong
- St John of God Health Choices (home nursing) (p63)

10 Warrnambool

- St John of God Warrnambool Hospital (p57)
- Horizon House
- St John of God Health Choices (home nursing) (p63)

11 State-wide

- Pathology – 16 laboratories and 113 collection centres (p61)



NEW SOUTH WALES

12 Sydney

- Hospitals:
 - Hawkesbury District Health Service (p59)
 - St John of God Burwood Hospital (p58)
 - St John of God Richmond Hospital (p60)
- Social Outreach (p65)
 - Casa Venegas
 - Raphael Services Blacktown

New Zealand (St John of God Hauora Trust)

13 Christchurch

- Community, Youth and Child Services
 - St John of God Waipuna (p61)
- Health and Ability Services
 - St John of God Addington (p61)
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14 Wellington

- Health and Ability Services
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ASIA PACIFIC

Social Outreach services (p65)

15 Timor-Leste

- Nursing Development Program
- Pathology Development Program
- Primary Health

16 Tonga

- Tonga Twinning Program

17 Papua New Guinea

- Primary Health



Australia –
Western Australia

ST JOHN OF GOD BUNBURY HOSPITAL

Established: 1927

Location: Robertson Dve and Bussell Hwy, Bunbury

Chief Executive Officer:
Mr Mark Grime

Medical Advisory Chair:
Dr Peter Bairstow

Beds: 145

Staff: 582

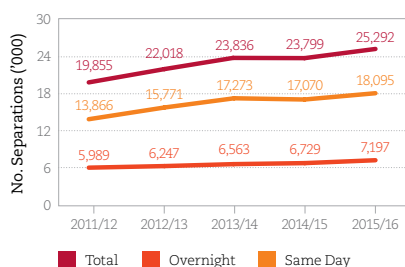
Accredited doctors: 307

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

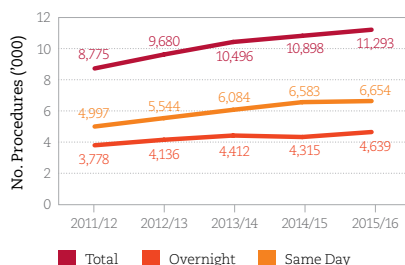
Services: Cardiac services, intervention cardiology, cancer treatment services, renal dialysis unit, elective surgery, general medicine, palliative care, obstetrics, allied health and drug and alcohol services.

Performance Snapshot

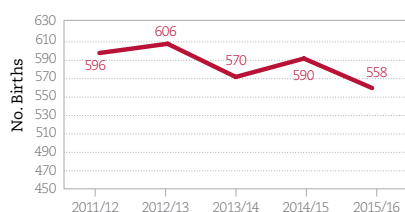
Separations



Procedures



Births



Services

- Commenced cardiac rehabilitation services to regional patients after admission to coronary care unit.
- Raised \$561,895 for the South West Cancer and Coronary Care Campaign.

- Increased the routine use of telehealth, especially for regional palliative care patients and general practitioners.
- Expanded the community alcohol management project officer positions into regional towns in the South West.
- Commenced services to public patients requiring coronary care unit admission and expanded the elective intervention services provided by the hospital.
- Purchased Green Light Laser equipment expanding the specialist medical services available at the South West Health Campus and to the local community.
- Worked with National Electronic Health Transition Authority to register patients and commenced the use of Australian Government's electronic health records for cancer patients.
- Partnered with and recruited resident regional specialists to increase their availability to private patients and support regional general practitioners.
- Participated in Bariatric Surgery and Australian Breast Device Registries.

People

- Awarded the inaugural Lynne Anderson scholarship leading to the introduction of Palliative Paws program. Two golden retrievers graduated to visit patients in the Palliative Care Unit.
- Recruited resident orthopaedic surgeon, general surgeon and ophthalmologist.
- Commenced surgical registrar training position.
- Commenced 24-hour hospitalist general physician cover to support general physicians and general practitioners.
- Introduced a hospital liaison position within the co-located public hospital's emergency department to support patient admission to the private hospital.
- Undertook 696 clinical research nurse hours throughout the year.

Community

- Caregivers volunteered for the twice-yearly Tour de Gracetown, a charity cycling event that raises funds for the South West coronary care and the South West cancer services.
- Provided funding to the Peel Youth Medical Service to employ a youth case manager and an administrative support person.
- Supported theatre nurses and doctors to provide outreach services in the North-West and overseas.
- Donated theatre equipment, pharmaceuticals and consumables to surgical nurses, anaesthetists and surgeons providing services in remote WA and overseas.

Year ahead

- Commence one of three WA regional suicide prevention coordinator positions.
- Commence a Hepatitis C community nurse position.
- Increase our Aboriginal health services to local Noongar communities.
- Expand the cardiac and intervention services provided by the hospital to include cardiac pacemaker services.
- Upgrade the respiratory and sleep studies equipment.
- Implement an electronic discharge system to improve communication with patients, referring general practitioners and specialists.
- Extend the use of the Australian Government's electronic health records to dialysis and cardiac patients and work closely with general practitioners.
- Partner with and support new regional specialists to increase their availability to private patients and support regional general practitioners.
- Review our arts program with the Bunbury City Council to improve patient and visitor appreciation and awareness of the arts.

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: 171

Accredited doctors: 131

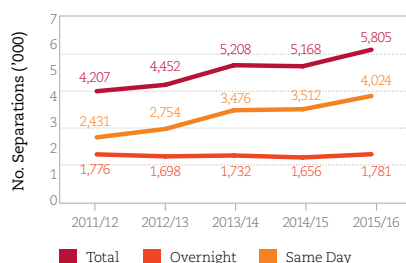
Theatres and procedure rooms: Two theatres and one procedure room

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

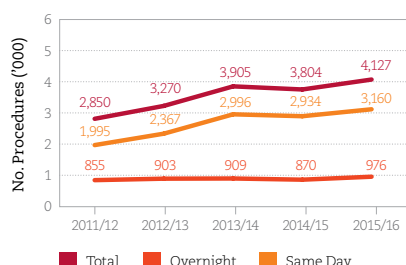
Australia –
Western Australia

Performance Snapshot

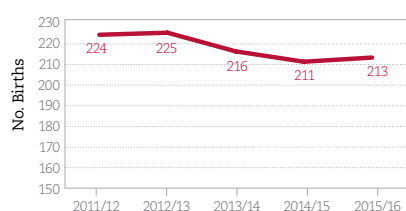
Separations



Procedures



Births



Services

- Commenced the music therapy program for inpatients.
- Participated in Sedgwick Review of obstetric services to improve clinical safety and patient outcomes.
- Ceased weekend GP after-hours services in line with new Commonwealth funding arrangements.
- Recruited a second resident orthopaedic surgeon in April 2016.
- Installed K2MS Guardian System to improve obstetric outcomes.
- Installed new hospital-wide fire system and connected to the National Broadband Network.
- Refurbished labour wards with new art, blinds and painting using funds donated by the Hospital Auxiliary.
- Transitioned to external linen service provider.

People

- Teresa Wood appointed Perioperative Services Manager in February 2016.
- Sara Armitage appointed to newly created Director of Obstetric Services role in March 2016.
- Provided pastoral language workshop for the Pastoral Care Team and external Pastoral workers in the Mid West community in partnership with the St John of God Health Care Clinical Pastoral Education Centre.

Community

- Commenced the Ku'arlu Aboriginal scholarship to support an Aboriginal student to study a Bachelor of Nursing degree at Geraldton Universities Centre
- Collaborated with WA Country Health Service and Midwest Development Commission on the Midwest Health and Wellbeing Plan.

Year ahead

- Plan \$1.8 million redevelopment of operating suites.
- Continue collaboration with WA Country Health Services on the joint planning and provision of health services to the Mid West region.

Changes at St John of God Geraldton Hospital, including the installation of the K2 Guardian System and new artwork, blinds and paintings in the labour ward, are enhancing the experience for maternity patients.





Australia –
Western Australia

ST JOHN OF GOD MIDLAND PUBLIC & PRIVATE HOSPITALS

Established: 2015

Location: 1 Clayton Street,
Midland

Chief Executive Officer:
Dr Glen Power

Medical Advisory Chair:
Dr Amanda Boudville

Beds: 367

Staff: 1,604

Accredited doctors: 56

Employed doctors: 284

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

Services: Public:
General medicine and
subspecialties, 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.

Services

- Commissioned the 307-bed public hospital and co-located 60-bed private hospital in readiness for opening, including orientation of more than 1,151 caregivers, installing and testing equipment and systems, and drafting 350 policies, procedures and protocols.
- Achieved multiple regulatory approvals to ensure the safe operation of the hospital and the provision of high quality patient care with the highest rating possible across all 10 modified National Safety and Quality Health Service Standards.
- St John of God Midland Public and Private Hospitals opened on 24 November 2015, on time and on budget. The public hospital construction was jointly funded by State and Commonwealth Governments and the private hospital was funded by St John of God Health Care. The public hospital is operated under a 23-year Public Private Partnership between the Western Australian Government and St John of God Health Care.
- Transferred 83 patients to St John of God Midland Public Hospital from Swan District Hospital, without incident – one of the biggest single transfers of patients in Western Australia.
- Transitioned 5,500 outpatients from Swan District Hospital to St John of God Midland Public Hospital and established a public outpatient service comprising 171 different clinic types.
- Treated about 90,000 people in the seven months since opening, including about 45,000 outpatients and 871 babies born.
- Fourth busiest Emergency Department in Western Australia, treating about 37,000 people to 30 June 2016 (anticipated to reach about 64,000 patients per annum).
- Integrated services with other hospitals delivering public services.

- Opened the Intensive Care Unit in February, allowing complex surgery to be performed and patients with more acute and complex conditions to be treated closer to home.
- Midland Private Hospital reached 80% occupancy in June, with more than 100 surgeons and physicians now practicing privately. A private hospital liaison officer function supports private admission from the public Emergency Department.
- Under the hospital's Aboriginal health strategy, established a number of Indigenous health services, including a node of the Lions Eye Institute focused on Aboriginal eye health and a consultant-led paediatric clinic for foetal alcohol spectrum disorder assessments and child development. Aboriginal engagement and cultural advisors also work across the hospital's wards.
- Completed a two-year cultural alignment and change management process for about 450 caregivers recruited from Swan District Hospital, resulting in high morale despite the intensive work involved in commissioning and opening a major new hospital.
- Delivered induction for 1,151 caregivers with 94% of eligible caregivers completing the program prior to the hospitals opening.
- Established a robust internal governance network to ensure high quality decision making across all clinical and non-clinical services.
- Established a Nursing and Midwifery Practice Council to allow experienced nurses to collaborate to enhance patient care.
- Made a significant contribution to medical education with 52 full-time-equivalent resident medical officers and interns employed or seconded and 66.4 full-time-equivalent registrars in training and service positions.

People

- Dr Christopher Griffin appointed Head of Department Obstetrics and Gynaecology in December 2015.
- Dr Michelle Ross-King appointed Head of Service Intensive Care in February 2016.
- Chief Executive Officer, Dr Glen Power, appointed Adjunct Associate Professor at the new Curtin University Medical School and to the Catholic Health Australia Public Hospital Advisory Group.
- Head of Department Paediatrics, Dr Peggie Nair, appointed Adjunct Associate Professor at The University of Notre Dame Australia Medical School.
- Director of Nursing, Jeffrey Williams, appointed Chairperson, Mercy College Board.
- Perioperative Services Manager, Grace Loh, appointed National Director Australian College of Operating Room Nurses.
- Employed 29 caregivers, or 3% of the workforce, identifying as Aboriginal.
- Received the first intake of 20 graduate registered and enrolled nurses in April 2016.
- Commenced clinical placements for 107 student nurses, with 2,195 student days achieved and 33 allied health students, with 301 student days achieved.
- Completed accreditation reviews for all intern and resident medical officer posts. Approval given by medical training colleges for new training positions in psychiatry, general surgery and medical administration.
- Achieved reaccreditation for positions in general medicine and continuation of Commonwealth Specialist Training Program funding of registrars in paediatrics, anaesthetics and aged care.
- Provided Aboriginal cultural awareness training to more than 60 frontline caregivers and management.



Caregivers in the theatre hallways of St John of God Midland Public and Private Hospitals.

TREATED ABOUT 90,000 PEOPLE IN THE SEVEN MONTHS SINCE OPENING, INCLUDING ABOUT 45,000 OUTPATIENTS AND 871 BABIES BORN

Community

- Gave 67 presentations and tours of the hospital in the past 12 months to community and industry groups.
- Engaged the hospital's Community Advisory Council in National Safety and Quality Health Service Standards committees to ensure consumer input.
- Funded and provided clinical governance for Moort Boodjari Mia, an Aboriginal community midwifery service providing free antenatal and postnatal clinical care, guidance, support and education to pregnant Aboriginal women and their families.
- Established a Social Outreach and Family Support Service for patients and carers experiencing financial hardship.
- Provided more than \$25,000 in sponsorship, including nine community wellbeing grants to enable local organisations to improve health and wellbeing, sponsorship of Youth category of the NAIDOC Awards, and sponsorship of the Swan Chamber of Commerce Hazelmere Business Forum.
- Transplanted Swan District Hospital's rose garden, in recognition of the health care provided by the now closed hospital to the community.

- Established Memoranda of Understanding with various organisations to ensure the protection of children at risk, the availability of free audiology testing, paediatric and child health and education, aged care assessment and improved management of stroke patients.
- Two caregivers, Alanna Chalker and Natasha Waterford, were selected to represent the hospital at World Youth Day 2016 in Poland.
- Completed the installation of 11 public works of art on the themes of journey and spiritus, as part of the State Government Percent for Art scheme.
- Opened the Whadjuk Room in acknowledgement of the Whadjuk Noongar people on whose land the hospital stands, as a space for Aboriginal and other groups to meet.
- Hosted leaders of the major faiths to introduce the hospital's multi-faith space, named the Retreat, as a place of hospitality for people of all faith positions.

Year ahead

- Transition the public hospital's external governance to the newly formed East Metropolitan Health Service and transition service links to Royal Perth Hospital and other East Metropolitan Health public health networks.
- Recruit a Director of Aboriginal Health to ensure Indigenous health is embedded at an executive level.
- Complete accreditation with colleges of Emergency, Orthopaedics, Anaesthetics, Obstetrics and Gynaecology for training registrar positions.
- Participate in Health Roundtable national benchmarking with similar-sized public hospitals in Australia.
- Continue engagement with Curtin Medical School in preparation for establishment of the new medical school adjacent to the hospital and development of clinical training opportunities.



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:
Mr Paul McRae

Beds: 205

Staff: 619

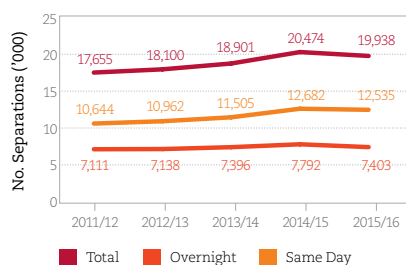
Accredited doctors: 429

**Theatres and procedure
rooms:** Eight theatres and
two procedure rooms

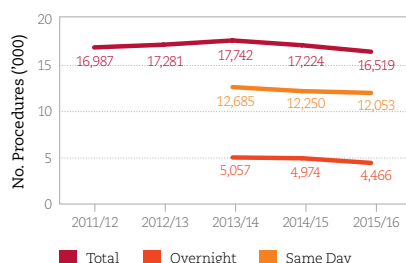
Services: Obstetrics and gynaecology, rehabilitation, orthopaedics, urology, gastroenterology, general surgery, bariatric surgery, plastic surgery, general medical, gerontology, older adult mental health, ENT, paediatric surgery, faciomaxillary.

Performance Snapshot

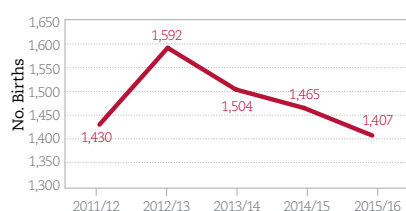
Separations



Procedures



Births



Services

- Redevelopment continues including ward areas, the Central Supply Department, Operating Suite, Endoscopy Unit and Family Birthing Unit.
- Expanded the Specialist Rehabilitation Service from 20 to 41 beds.
- Developed specialist and GP engagement strategy to promote the services of accredited Visiting Medical Officers and increase GP referrals.
- Implemented the Measurement, Audit and Reporting System (MARS) for clinical audit in conjunction with St John of God Subiaco Hospital, resulting in organisation-wide approach to clinical audit data collection.
- Achieved excellent hand hygiene results, higher than the St John of God Health Care benchmark of 80%.
- Completed the National Antimicrobial Prescribing Audit with a 93% compliance rate against a national result (public and private hospitals) of 44.3%.

People

- Dr Stuart Prosser appointed Director of Medical Services in November 2015.
- Ms Vanessa Unwin appointed Director of Nursing and Midwifery in April 2016.
- Mr David Bowyer appointed Manager, Finance in April 2015.
- Dr Gilly Smith appointed Manager Quality and Risk in March 2015.
- Achieved improvements in occupational health and safety results, including a 50% reduction in the number of lost time injuries.
- Established a regional training program with caregivers attending educational opportunities at St John of God Subiaco and Midland Public and Private Hospitals.
- Seven nurses completed the Graduate Registered Nursing Program, achieving a Graduate Certificate in Clinical Nursing through The University of Notre Dame.

- Four caregivers completed the Graduate Enrolled Nursing program and five completed the Graduate Midwifery program.

Community

- Commenced satellite St John of God Raphael Services at the hospital, offering free or low-cost perinatal mental health services to mothers, fathers and families.
- Partnered with University of Western Australia researcher Dr Christina Davies to pilot a three-month creative arts project with plans to implement across a number of departments.
- Continued to work with MAX Employment to assist people with disabilities to be considered for employment within the hospital.
- Formed a Community Reference Group to ensure the care and services provided meet patient, carer and family needs.
- Commenced GP education sessions with two events held in 2016.
- Nominated RUAH's Harmony Place as the inaugural Charity of the Year with caregivers fundraising through the year.
- Supported various other charities and community organisations through the year including Shelter WA, Caritas, Cancer Council and Save the Children.

Year ahead

- Implement our strategic objectives with a focus on rehabilitation, obstetrics, surgery and medicine.
- Continue redevelopment program including extensive refurbishment of the hydrotherapy pool, the medical records storage area and the kitchen.
- Implement a Physician Service to provide 24/7 service to support Visiting Medical Officers and GPs.
- Ongoing implementation of the specialist and GP engagement strategy.



Patients participate in a rehabilitation exercise class at St John of God Mt Lawley Hospital.



Australia –
Western Australia

ST JOHN OF GOD MURDOCH HOSPITAL

Established: 1994

Location: 100 Murdoch Drive, Murdoch

Chief Executive Officer: Mr John Fogarty

Medical Advisory Chair: Professor Peter Bremner

Beds: 477

Staff: 1,834

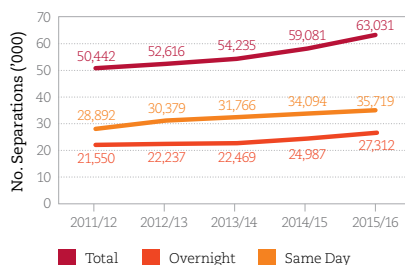
Accredited doctors: 777

Theatres and procedure rooms: 16 theatres, five endoscopy suites, two angiography suites

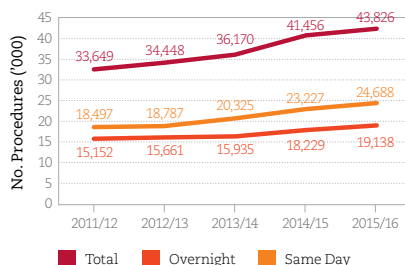
Services: Emergency department, hospice care unit, intensive care unit, cancer treatment services, elective surgery, obstetrics, paediatrics, perinatal infant mental health and community mental health.

Performance Snapshot

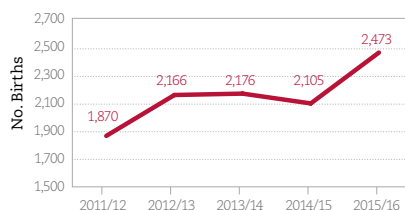
Separations



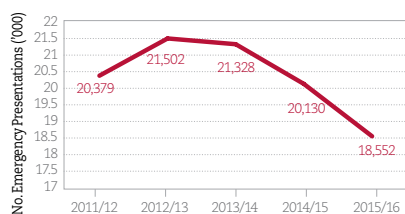
Procedures



Births



Emergency Presentations



Services

- Continued stage two of redevelopment, commissioning a new chapel and foyer expansion and refurbished original wards in May 2016.
- Underwent accreditation through the Australian Council on Healthcare Standards EQuIP National Program in August 2015, receiving resoundingly positive feedback with 28 'Met with Merits'.
- Fifty caregivers worked with the Australian Commission on Safety and Quality in Health Care to pilot the Draft Version 2 of the National Safety and Quality Health Service Standards.
- For a third year running, the Emergency Department was rated the 'top large private emergency department in Australia' by patients, and in the top 10% of all public and private emergency departments in the country in the annual Press Ganey Survey.
- Opened the Murdoch Sleep Centre in February 2016, to help patients overcome sleep difficulties. Patients are monitored overnight, diagnosed and treated.
- Selected as the pilot site for a group-wide project to transform and improve theatres and procedural areas.
- Launched a new five-year Strategic Plan 2015-2019, reflecting an exciting future for St John of God Murdoch Hospital as a major hub in the southern region, while ensuring the highest standard of quality patient care remains the focus.
- Released the inaugural St John of God Murdoch Hospital Centre for Nursing and Midwifery Research Report in collaboration with The University of Notre Dame.

- Undertook research including Women's Wellness After Cancer, a National Health and Medical Research Council funded study to assess the outcome of a web-based health and wellbeing intervention after cancer treatment, and the Cancer Nurses Resilience Study, a research project in collaboration with Murdoch University to explore the way cancer and palliative care nurses cope with job stressors and effective ways to self-care.
- Awarded the Babe Norman Research Grant of \$75,000 to continue research into falls outcomes after total hip and total knee replacement surgery.

People

- Dani Meinema appointed Director of Nursing in September 2015.
- Collaborated with Murdoch University in a successful simulation workshop series for St John of God Bunbury caregivers and clinicians in maternity and medical emergency response.
- Trained theatre caregivers in organ retrieval processes for donation from patients who have passed away.
- Caregivers represented the hospital at major conferences, including the Cancer Nursing Society of Australia annual conference, the Australasian College for Emergency Medicine and the Nursing and Midwifery Leadership Conference.
- Stomal therapy nurses, Kate Brereton and Leigh Davies, had their innovative stoma challenge for caregivers published in the December 2015 issue of Stomal Therapy Journal of Australia.
- Nurse Manager Raelee Denniston completed the Catherine McAuley Award Developing Women in Leadership and Service program.

Community

- Partnering with the City of Melville to bring a range of healthy lifestyle initiatives to the community as part of its Healthy Melville initiative for 2015/16. The program *Active in the Park* offers free outdoor exercise and yoga sessions at various locations.
- Partnered with two disability support services, BIZLINK and Intework, to commit to creating and maintaining work opportunities for people with disabilities.
- Launched the General Practitioner Education Program with topics in relevant speciality areas in line with the hospital's strategic objectives and meeting the Royal Australian College of General Practitioner's continuing professional development requirements. This year the program delivered four GP education sessions to more than 200 GPs.
- Three tapestry weavers, Karen Vernard, Connie Ward and Toni Potulski, recreated in tapestry form a painting by Perth artist Elizabeth Marruffo in the hospital's day procedure unit. Patients, caregivers and visitors enjoyed the tapestry as it emerged over a nine month period.
- The South Lake Ottey Family and Neighbourhood Centre, which is supported by St John of God Murdoch Hospital's Community Mental Health team, celebrated its 25th birthday in October 2015 with an Open Day.
- Community Mental Health team participated in the Darkness into Light walk in May 2016 to raise awareness of suicide. Proceeds from the walk around the Swan River were donated to Ferns Counselling Centre.
- Community Mental Health caregivers provided a well-attended information stand at the annual Music to Open Your Mind event in Fremantle in March 2016, which promotes mental health awareness in the community
- Join In – Activity for Wellbeing, a free community event, was held at St John of God Murdoch Ferns Counselling Centre in October 2015 to promote a holistic mind-body approach to wellbeing and staying mentally healthy.
- Caregivers put together 52 hampers and three boxes of groceries for St Patrick's Community Centre in Fremantle for the homeless at Christmas.
- Donated \$21,000 to the Charity of the Year, Headwest, to help them continue to support people with brain injuries living in Western Australia.
- Murdoch Community Mental Health to deepen services across the youth, Indigenous, culturally and linguistically diverse, and homeless communities. This includes a new service offering for the hard to reach population moderate and enduringly unwell clients.
- Explore and develop further synergies with Fiona Stanley Hospital, facilitated through a strong relationship.
- Develop a new volunteering strategy to provide a future-proofed model of volunteer engagement and management.

Year ahead

- Continue stage two of redevelopment, including refurbishment of support areas such as the caregiver cafeteria and alfresco courtyard and services areas.
- Improve and consolidate the Quality and Safety Framework, with extensive quality improvement plans across all areas.
- Further develop our strategy for speciality focused research and teaching initiatives, including the recruitment of a renowned research fellow.
- Complete clinical services planning and renewed master site planning in response to expanded services at the hospital.
- Investigate cardiothoracic surgery options.

The highest standard of quality patient care is a key focus of St John of God Murdoch Hospital's new five year strategic plan.





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 Don Ormonde

Beds: 578

Staff: 2,331

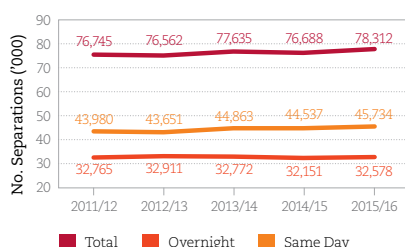
Accredited doctors: 873

Theatres and procedure rooms: 20 theatres, four endoscopy suites, two cardiac and interventional laboratories, one birth suite theatre and three operating theatres at St John of God Wembley Day Surgery

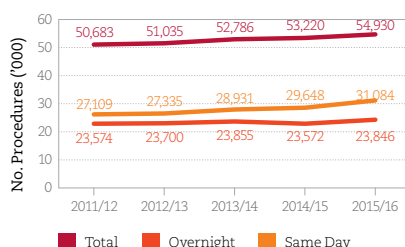
Services: Coronary care unit, intensive care unit, paediatric unit, neonatal intensive care unit, aged care, cancer treatment services, obstetrics, elective surgery, perinatal infant mental health and community drug and alcohol services.

Performance Snapshot

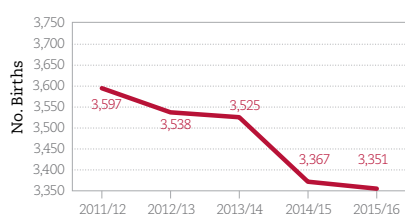
Separations



Procedures



Births



Services

- Completed a clinical service plan for the hospital to ensure the future provision of services aligns with advances in health care provision and demographic trends.
- Senior executives undertook a study tour of leading international hospitals in the United Kingdom, Europe and United States focusing on best practice and innovation to inform the next phase of redevelopment of the hospital.
- Launched a breast cancer service with a multidisciplinary approach to treatment, including the development of an innovative scar free breast reconstruction technique.
- Completed a year of operations at St John of God Wembley Day Surgery, which continued to develop its services across specialities including oral surgery, orthopaedic, urology, plastics and gynaecological surgery.
- Received excellent results in the Department of Health Licensing, Accreditation and Regulatory Unit licensing inspection, resulting in no major recommendations to alter our current practice.
- Achieved accreditation from the Postgraduate Medical Council of Western Australia of the Medical Teaching Unit, with surveyors commending the hospital on its robust structure to support junior doctor education and supervision.
- Became one of the first centres in Australia to commission an Airo Mobile Intraoperative CT scanner in conjunction with SKG Radiology to provide real time 3D imaging to increase accuracy during neurosurgical and spinal procedures.
- Completed an extensive review of cancer services, leading to significant improvements in patient care including the appointment of the hospital's first oncology research registrar.
- Published 90 original research articles (p81-81).
- More than 103 new research studies approved this year as well as 23 clinical trials (p81-81).
- Expanded research into new areas including neurosurgery, orthopaedics, platform trials, urology, general surgery and respiratory medicine (p81-81).
- Doubled activity in research clinical trials and led recruitment of patients across several trials nationally and internationally (p81-81).
- Consolidated existing research in oncology, intensive care and anaesthesia and continued to support nursing and midwifery research (p81-81).
- Installed new angiography equipment to offer greater imaging quality.
- Purchased new ophthalmology equipment which captures a high-resolution reference image of the eye enabling improved pre-operative cataract surgical planning.
- Increased collaborations with external agencies including: a relationship with the Institute of Health Research, The University of Notre Dame, Fremantle to support staff and students with robust statistical planning; multiple active projects with Curtin University, Murdoch University and the University of Western Australia; and reinvigorated research in antenatal and postnatal care with the Telethon Kids Institute.

People

- Mr Patrick Tan appointed Clinical Director of Training in Surgery in January 2016.
- Professor Steve Webb appointed Director of Clinical Trials in February 2016.
- Dr Stuart Salfinger appointed Deputy Head of Department Gynaecology and Dr Melissa O'Neill appointed Deputy Head of Department Obstetrics, in June 2016.
- Colin Young appointed Director of Finance in June 2016, replacing the hospital's previous Director of Finance, Mr Stephen Cooper, who is overseeing the redevelopment project.
- Clinical Nurse Specialist (Drug and Alcohol Withdrawal Network), Ann Annetts, and Enrolled Nurse and Clinical Equipment Coordinator, Jeannette Tai, won Western Australian Nursing and Midwifery Excellence Awards for Consumer Appreciation and Excellence in Enrolled Nursing.
- Dr Dominic Higgs appointed as the hospital's first oncology research registrar.
- Catheterisation laboratory nurses co-authored, with the Cardiac Interventional Nurses Council and Catheterisation Laboratories Australia, a publication on definition, scope of practice and educational requirements.
- Endoscopy Manager, Ms Jen Chambers, elected as the WA Regional Manager for the Gastroenterology Nurses College of Australia and won the Novice Presenter Award at the annual Gastroenterology Week Conference for her work on scope storage extension, which has been published in the industry journal.
- Reached a milestone in June 2016 of achieving 120 days lost time injury free.

Community

- Hosted the hospital's first community information day on the topic of the breast cancer gene known as BRCA, following growing interest in this genetic condition.
- Accepted a generous donation from St John of God Foundation to purchase a cooling cap system, designed to minimise damage to and loss of hair in patients receiving chemotherapy at the Bendat Family Comprehensive Cancer Centre.
- Increased consumer input into patient care by appointing consumer representatives to a number of key hospital clinical committees, in line with National Safety and Quality Health Service Standards.
- Provided sponsorship and donations of \$42,359 to support local community organisations, including the hospital's charity of choice, the Clontarf Foundation.
- Continued to support various community organisations including Operation Rainbow, Rafiki Surgical Mission, Australian Doctors for Africa and CanTeen.
- Continued to support St John of God Horizon House Young Mother and Baby Program residents and St John of God Raphael Services by providing essential education and support to clients.
- Granted 319 hours of community support leave to eight caregivers, and 84 caregivers volunteered on 24 Australian Red Cross Soup Patrols.

Year ahead

- Continue to implement the hospital's five-year strategic plan including finalising the master plan for a significant redevelopment, including the demolition of St John of God House as a key enabling work.
- Continue to innovate through utilising advances in robotic technology and surgical procedures including Western Australia's first robotic total hip arthroplasty and first liver segmental resection. Both are expected to result in improved outcomes and recovery times for patients.
- Introduce transcatheter aortic valve implantation (TAVI) procedures allowing patients with severe aortic stenosis to be treated without open heart surgery.
- In collaboration with others, in particular other St John of God Health Care facilities, expand research into new areas including urology and bioengineering with an emphasis on orthopaedics.
- Submit an application for a Therapeutic Goods Australia Licence for the Bendat Family Comprehensive Cancer Centre Pharmacy and Main Pharmacy Aseptic Suite to allow the hospital to deliver a more efficient pharmacy service and meet increased demand for medication required for clinical trials and cancer services.
- Implement recommendations of the admissions review project to further enhance the patient experience and strengthen the hospital's relationship with its specialists.

The new Airo Mobile Intraoperative CT scanner at St John of God Subiaco Hospital provides real time 3D imaging during neurological and spinal procedures.





Australia –
Victoria

ST JOHN OF GOD ACCORD

Established: 1953

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

Chief Executive Officer:
Mr Tony Hollamby

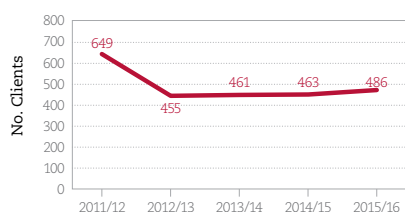
Staff: 356

Services: Disability services comprising specialist services including therapy and behaviour support, individualised support, accommodation and in

home support including respite, program offerings include life skills development, learning and recreation

Performance Snapshot

Separations



Services

- Successfully registered as a National Disability Insurance Scheme (NDIS) provider in November 2015.
- Continued preparations for the rollout of the NDIS, which gives greater choice and control of funding to people with a disability.
- Overhauled the back of house and customer service functions to ensure a smooth transition to the NDIS.
- Rolled out a new customer experience strategy that focuses on meeting or exceeding client expectations of services.
- Created a new customer service team, with a dedicated phone number, in anticipation of increased enquires about Accord's services.
- Commissioned and built a new website that went live in June 2016.

People

- Peter Newsome appointed Business Development Manager in October 2015.
- Heather Mates appointed Manager Sydenham Community Campus in October 2015.
- Nicholas Pouki appointed Manager Individualised Services in January 2016.

- Embedded the philosophy and practice of positive behaviour support throughout the organisation, a key learning and development focus for caregivers that ensures best practice in client care and support.
- Continued to offer the Certificate IV in Disability to caregivers through the Royal Melbourne Institute of Technology. Sixteen caregivers completed the course in 2015.
- Partnered with Australian Catholic University to offer student placements for two students undertaking a Bachelor of Occupational Therapy.

Community

- Continued to hold numerous meetings with families of current clients to discuss the rollout of the NDIS and what it means for their family members receiving support.
- Facilitated multiple meetings with clients and families residing in the north-eastern metropolitan area of Melbourne to commence workbook planning, an essential part of the planning process for NDIS participants to receive funding.
- As part of local community preparations, facilitated forums with Banyule and Nillumbik local councils, which are included in the first rollout sites for the NDIS.
- Formed a CEO Advisory Committee and a Family Advisory Committee, both made up of family members of clients, to allow consumer input and insight into the needs of clients and their families, and how Accord can shape services to support them.
- Participated in six sector expos for young people with a disability transitioning from school into the community, to promote to the community the services that Accord offers.

- Accord's Greensborough Community Campus sponsored a number of programs in collaboration with local special development schools, offering 10 students a term's access to programs at Accord's Greensborough site.

Year ahead

- Begin offering services through the NDIS. North-eastern metropolitan area clients will have access to the scheme from 1 July 2016.
- Continue to prepare for more clients to access services through the NDIS as it rolls out across the country. Clients residing in the eastern metropolitan area of Melbourne will have access to the scheme from July 2017.
- Research and focus on growth options as a result of a predicted 30% increase in north-eastern metropolitan area clients receiving funding, and a 92% increase in western region client participation.
- Work with St John of God Social Outreach to develop a housing strategy for people with a disability.
- Continue to embed the customer experience strategy.

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: 847

Accredited doctors: 350

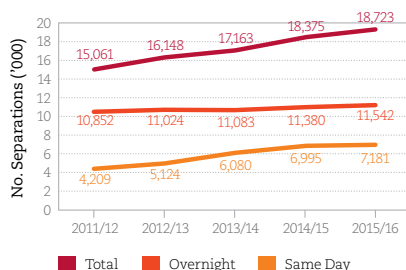
Theatres and procedure rooms: Five theatres, one endoscopy suite, one cardiac interventional laboratory

Services: Coronary care unit, intensive care unit, elective surgery, emergency department, rehabilitation unit, obstetrics, oncology, elective surgery, outpatient services, perinatal and infant mental health and community mental health.

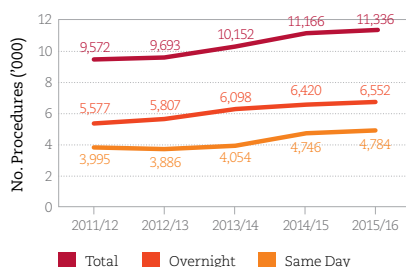
Australia –
Victoria

Performance Snapshot

Separations



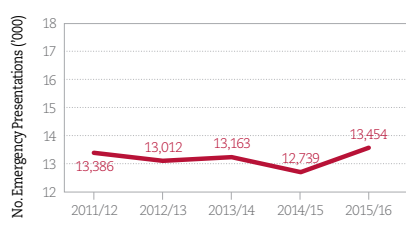
Procedures



Births



Emergency Presentations



Services

- Underwent accreditation through the Australian Council on Healthcare Standards EQuIP National Organisational Wide Survey, achieving six 'Met with Merits'.
- Commissioned the Anam Cara Centre, a new day oncology centre, in October 2015. All of the funds to build the facility came from community donations.
- Completed a major electrical upgrade, including replacing the main switchboard and generator, in December 2015.
- Commissioned the first fully integrated 3D operating room in Victoria, in November 2015. This new theatre allows surgeons to perform keyhole surgery in 3D.
- Utilised consumer input to implement positive changes to patient arrival and discharge procedures.
- Ranked at the 97th percentile for inpatient satisfaction in the annual Press Ganey Survey of patients from hospitals in the same peer group, with all wards increasing their scores from last year.

People

- Registered Nurse Renae Lee was awarded the Australian Society of Post Anaesthesia and Anaesthesia Nurses Award at the annual Deakin University School of Nursing and Midwifery awards night.
- Palliative Care Physician Dr David Brumley was awarded a Medal of the Order of Australia for his services to general medicine and palliative care.

Community

- Provided free or low-cost mental health services to 256 clients at Pomegranate House and 268 clients at Raphael Services Ballarat.
- Acknowledged the hospital's commitment to reconciliation through the installation of an Aboriginal flag and a plaque that recognises the Wathaurong people as traditional owners of the land on which the hospital is located.
- Director of Medical Services, Dr Vince Russell, travelled to Tonga as part of a hospital exchange program to teach emergency life support skills to rural general practitioners and medical officers.
- Celebrated 35 volunteer anniversaries, including two volunteers who have reached 30 years of service to the hospital.

Year ahead

- Complete redevelopment proposals for hospital expansion.
- Upgrade the software in the cardiac interventional laboratory.
- Continue focus on managing length of stay within the hospital.
- Improve planning of patient activity by alignment with rostering of caregivers and managing without additional bed capacity.
- Implement electronic scanned medical health records.
- Commence two new pilot studies led by Professor of Nursing St John of God Health Care Eastern Region, Karen Francis, and a research study led by Assistant Director of Nursing, Michael Ryan.



Australia –
Victoria

ST JOHN OF GOD BENDIGO HOSPITAL

Established: 1965

Location: 133-145 Lily Street, Bendigo

Chief Executive Officer: Mr Darren Rogers

Medical Advisory Chair: Dr Debbie Kesper

Beds: 122

Staff: 595

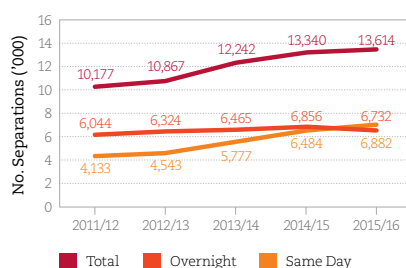
Accredited doctors: 180

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

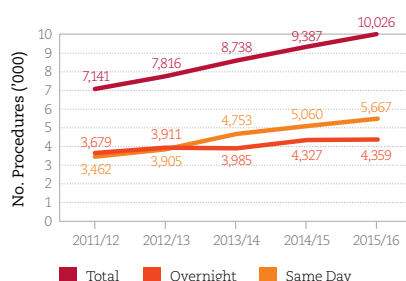
Services: Coronary care unit, intensive care unit, rehabilitation unit, cancer treatment services, obstetrics, elective surgery, outpatient services, perinatal infant mental health.

Performance Snapshot

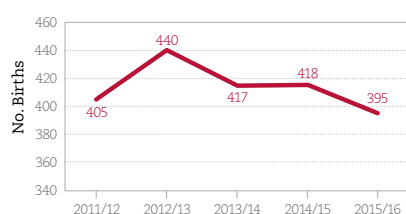
Separations



Procedures



Births



Services

- Increased the number of beds by 44 through developing a new rehabilitation ward and refurbishing the existing hospital.
- Underwent accreditation through the Australian Council on Healthcare Standards EQUiP National Organisational Survey, achieving 24 'Met with Merits'.
- A new Siemens catheterisation laboratory will mean better image quality, lower radiation for patients and caregivers, ability to expand services and an expanded cardiac portfolio.
- Ranked at the 99th percentile for doctor satisfaction and the 86th percentile for inpatient satisfaction in the annual Press Ganey Survey of patients from hospitals in the same peer group.
- Increased same day separations by 5.3% and gastroenterology separations by 244% over the previous year.

People

- Recruited a new rehabilitation doctor to support the expansion of the rehabilitation ward.
- Embarked on our second year of the strategic development and implementation of a framework to support patient care.
- Cemented our commitment to disability employment by signing partnership agreements with three local disability employment services providers, AXIS Employment, Western District Employment Access and Access Australia Group.
- Was a finalist in the Bendigo Business Council Awards in the category of Workplace Health and Wellbeing.
- Achieved exceptional occupational health and safety results with certification of the occupational health and safety system and a 30% reduction in non lost time injuries.
- Trialled single patient use slings and air transfer mats in clinical areas.

Community

- Provided free or low-cost mental health services to 201 clients at Raphael Services Bendigo.
- At the Vision Australia breakfast, caregivers acted as wait staff to raise funds to send youth to Camp Joe, Canada.
- Raised more than \$11,000 for charities and other initiatives.
- Introduced the pet therapy pilot program to the rehabilitation ward resulting in visits to 131 patients.
- Hosted and sponsored a pastoral care forum attended by 18 pastoral carers from around Bendigo.
- Increased disability employment at St John of God Bendigo Hospital.
- Granted community leave to Louise Harrison to visit Nepal and Jenny Pattinson to visit Timor-Leste.

Year ahead

- Redevelop new wards and open an operating theatre as well as refurbish the existing hospital.
- Increase rehabilitation and geriatrician services.
- Celebrate 50 years of the Auxiliary and 55 years of the hospital.
- Commission redevelopment and employ caregivers for new staffing opportunities.

ST JOHN OF GOD BERWICK HOSPITAL

Established: 1939

Location: Gibb Street,
Berwick

Chief Executive Officer:
Ms Lisa Norman

Medical Advisory Chair:
Dr Mark Tarrant

Beds: 82

Staff: 392

Accredited doctors: 453

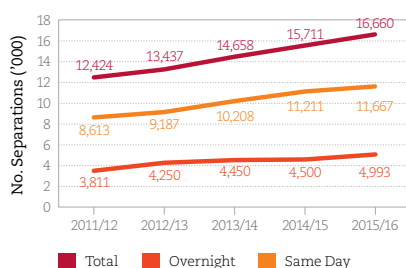
**Theatres and procedure
rooms:** Four theatres

Services: Special care
nursery, obstetrics,
oncology, elective surgery,
medical, endoscopy,
palliative care, sleep
studies and perinatal
mental health.

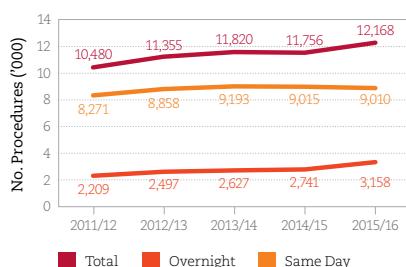
Australia –
Victoria

Performance Snapshot

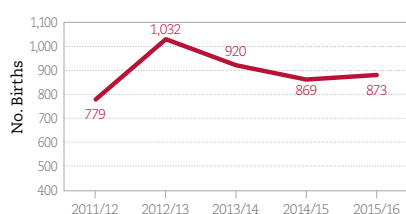
Separations



Procedures



Births



Services

- Commenced construction on the new St John of God Berwick Hospital in January 2016. The new hospital will provide 190 beds, six operating theatres, two procedure rooms, a cardiovascular interventional laboratory, six birthing suites, 350 basement car parks and the first intensive care unit and cardiac care unit in the region.
- Introduced an electronic auditing system that enables faster data collation and more timely data analysis and opportunities for improvement in clinical care.
- Formed a perinatal morbidity and mortality committee to review perinatal care outcomes, ensuring strong clinical performance.
- Implemented a Saturday morning surgical pre-admission multidisciplinary clinic, allowing time to plan care specific to patient needs.
- Commenced multidisciplinary team meetings in three major cancer specialties.
- Held palliative care symposium where 55 internal and external palliative care professionals considered current challenges for the region and we set our vision for future services.
- Developed a physician roster to ensure cover at all times.
- Hosted a forum for the western region of the Sale Diocese to explore connections and opportunities for health care and our local diocese.
- Launched a free community wig service for any community member with cancer-related hair loss.
- Supported a range of health care related causes through promotion and fundraising.
- Received \$94,928 in donations, of which \$61,309 was donated to our new Palliative Care Unit by the Connie's Day event in memory of Connie Manley.
- Employed Ruby Tribe through CareerTrackers for Indigenous Australians in a structured intern program.
- Employed Mustefa Berisso as patient care assistant. Mustefa and his family came to Australia as refugees in 2015 after spending 15 years in a Kenyan refugee camp.
- Enabled more than 70 local service providers to promote their services to the hospital builder at a Meet the Builder event.
- Supported Biggest Blokes BBQ through funding and providing a key specialist to talk about men's health-related issues.

Year ahead

People

- Rhonda O'Connor appointed Director of Mission in February 2016.
- Jennifer Waters appointed to the new role of Director of Finance and Corporate Services in December 2015.

Community

- Worked with community members to launch the Care Closer to Home campaign.

- Commence recruitment campaign in early 2017 to fulfil the employment opportunities at the new hospital.
- Undergo accreditation through the Australian Council on Health Standards against the 10 National Safety and Quality Health Service (NSQHS) Standards Organisation Wide Survey in March 2017.
- Involve key caregivers and doctors in decisions around the purchase of new equipment for the new hospital.
- Develop a commissioning plan for the relocation of all caregivers, patient and equipment as we work toward delivering care in a new hospital.



Australia –
Victoria

ST JOHN OF GOD FRANKSTON REHABILITATION HOSPITAL

Established: 1976

Location: 255-265
Cranbourne Road,
Frankston

Chief Executive Officer:
Mrs Sally Faulkner

Medical Advisory Chair:
Dr Geoffrey Abbott

Beds: 69

Staff: 219

Accredited doctors: 31

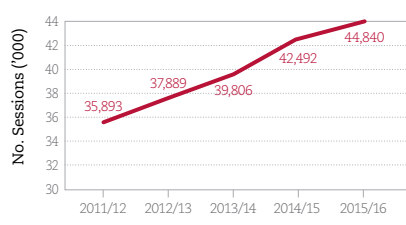
Services: Rehabilitation
unit, outpatient services.

Performance Snapshot

Separations



Outpatient Sessions



Services

- Participated in collaborative research project with Musica Viva into the benefits of music therapy with an in-house musician
- Presented lunch and learn sessions at GP clinics – seven clinics visited resulting in 5% increase in referrals.
- Offered the Lee Silverman Voice Treatment (LSVT) Big Program, a specialised movement program for patients with Parkinson's Disease. In our first year 19 participants all demonstrated improvement.
- Commenced a six-day a week physiotherapy service to the medical ward at St John of God Berwick Hospital.

- Introduced yoga for patients with Parkinson's disease.
- Ranked at the 99th percentile for inpatient satisfaction in the annual Press Ganey Survey for patients within our private hospitals benchmark group.

People

- Occupational Therapist Rivka George provided a paper on the role of the occupational therapist in promoting independence and mobility in cardiac rehabilitation.
- Senior Physiotherapist Vanessa Wootton participated in Women's Health – Pelvic Nerves: Manual Therapy and Neurodynamics master class.
- Occupational Therapist Rheonna Cahill is the principal researcher and Occupational Therapy Manager Louise Slater the senior researcher in a collaborative research project with the Florey Institute of Neuroscience and Mental Health, focusing on sensory assessment and retraining of patients who have had a stroke.

Community

- Partnered with Peninsula Community Ownership Foundation for the sixth year to support Open Family Australia, providing \$60,000 to fund an outreach worker to help homeless and at-risk young people in Frankston.
- Donated \$2,000 to the Langwarrin Men's Shed to supply wooden carved holding crosses for our patients, and health and wellbeing seminars to its members.
- Participated in Seniors Week and Frankston City Council programs to provide onsite access for the community to clinical experts in chronic disease management. More than 30 participants attended per session.
- Collaborated with Musica Viva to provide music programs and access to concerts for primary students at three schools in the Frankston area.

- Three caregivers involved in the Chronic Disease Alliance, formed on the Mornington Peninsula, which has a focus on improving outcomes for patients with chronic pain, diabetes and cardiac failure.

Year ahead

- Finalise plans for refurbishment of patient accommodation and ensuites.
- Increase the number of private rooms available as part of refurbishment.
- Introduce a private practice model to enable patients to access our expert clinical team for single therapies.
- Introduce Parkinson's Dance to continue to ensure a comprehensive service for patients that includes medical and drug therapies and health and wellbeing programs.
- Develop supportive care model in collaboration with oncologists and palliative care specialists, to provide services to patients with life-limiting diseases.
- Complete an outpatient review to enhance our ambulatory services.
- Introduce transport service for inpatient and ambulatory services.

ST JOHN OF GOD GEELONG HOSPITAL

Established: 1905

Location: 80 Myers Street,
Geelong

Chief Executive Officer:
Mr Stephen Roberts

Medical Advisory Chair:
Mr Peter Callan

Beds: 252

Staff: 996

Accredited doctors: 445

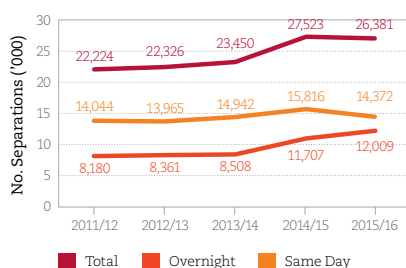
**Theatres and procedure
rooms:** 12 theatres, one
cardiac interventional
laboratory

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

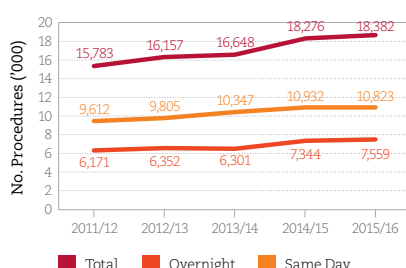
Australia –
Victoria

Performance Snapshot

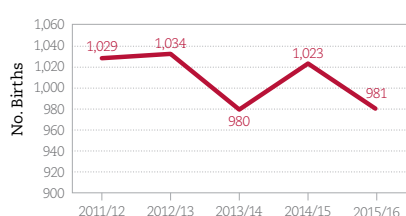
Separations



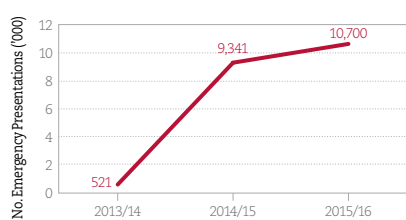
Procedures



Births



Emergency Presentations



Services

- Introduced a cardiothoracic surgery program.
- Implemented a cardiac outpatient rehabilitation program transitioning patients from acute care to community following cardiac surgery.
- Established a falls and balance management and prevention outpatient program.
- Introduced the first new generation da Vinci Xi robot into Victoria and successfully implemented a robotic surgery program.
- Underwent accreditation through the Australian Council on Healthcare Standards EQUIP National Organisational Wide Survey, achieving nine 'Met with Merits'.
- Rated the number one emergency department in Australia in the annual Press Ganey Patient Satisfaction Survey.
- Ranked at the 99th percentile - number one - for day patient satisfaction for the second consecutive year.
- Introduced the K2MS Guardian System in the maternity ward, an electronic foetal monitoring system that allows the team to view the cardiotocograph trace before birth and during labour.
- Implemented the REACH program (Recognise, Engage, Act, Call, Help is on its way), which enables patients and their families to escalate concerns about themselves or a person they care for.

People

- Dr Georgina Hayden appointed Director of Emergency Medicine in February 2016.
- Dr Suzanne Higgins appointed by the Australian College of Mental Health Nurses to represent them on the expert working group review of Australian clinical practice guidelines.
- Ranked at the 99th percentile for caregiver satisfaction in the biennial Press Ganey Caregiver Satisfaction Survey 151-300 beds.

- Palliative Care Physician Dr David Brumley awarded a Medal of the Order of Australia for his services to general medicine and palliative care.
- Nurse Unit Manager Andriy Kursev and his team on Three East won the 2016 Press Ganey Success Story Award.

Community

- Partnered with The Geelong Football Club to sponsor their Just Think Program to educate young people in the community about responsible drinking.
- Provided free or low-cost mental health services to 560 clients at Raphael Services Geelong.
- Continued support for the Anglican Church community breakfast program through 246 hours of volunteer support.
- Established a relationship through a Mission Mentoring project with St Thomas Aquinas Primary School.
- Supported the Road Home Project for homeless women and children affected by family violence.
- Sponsored the One Fire Reconciliation in the Park event to build relationships between Aboriginal and non-Aboriginal people.
- Initiated a Men's Health Check community event.

Year ahead

- Complete current \$21 million redevelopment project and commission new services including an intensive care unit, research and education facility and refurbished cardiac care unit.
- Introduce an endobronchial ultrasound service to diagnose lung cancer.
- Introduce new menu management system.
- Expand arts program to support healing and recovery.



Australia –
Victoria

ST JOHN OF GOD PINE LODGE CLINIC

Established: 1980

Location: 1480
Heatherton Road,
Dandenong

Chief Executive Officer:
Ms Tracey Tobias

Medical Advisory Chair:
Dr Igor Shvetsov

Beds: 54

Staff: 172

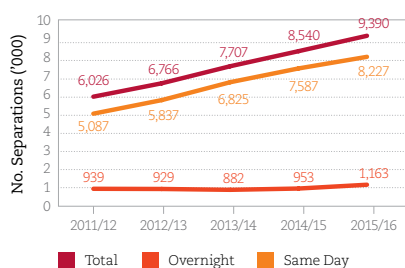
Accredited doctors: 39

**Theatres and procedure
rooms:** One ECT Suite
and two TMS chairs

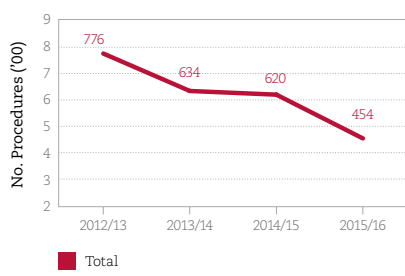
Services: Inpatient acute
psychiatry and drug and
alcohol recovery, day
patient programs, private
psychiatric and drug
and alcohol counselling,
community outreach.

Performance Snapshot

Separations



Procedures



Services

- Invested in a second machine to enhance transcranial magnetic stimulation (TMS) program for the treatment of patients with resistant depression.
- Continued growth of day programs including the commencement of a young person's emotional regulation program, family information and support sessions, expanded creative art therapy programs and extension of our chronic pain programs.
- Expanded day program facilities through the development of a new creative art room and group room.
- Introduced a psychology clinic where patients can receive one-to-one psychology as part of our suite of services.
- Introduced an inpatient gardening program.
- Patients from outpatient therapy programs entered art into a Mental Health Art exhibition.

People

- Rated at the 99th percentile for caregiver satisfaction in the biennial Press Ganey Caregiver Satisfaction Survey.
- Established new team structure within the therapy department to include four team leaders overseeing four treatment streams.
- The Mission Mentoring program created a mindfulness meditation CD in collaboration with the Therapy Department.

Community

- Continued a partnership with Ermha, providing \$340,000 for the Origins program which cares for recently arrived migrants who suffer from mental illness.
- Fundraised throughout the year for World Vision and Cottage by the Sea, a registered charity that empowers disadvantaged children.
- Donated \$500 worth of food each month to the Anglicare food cupboard.
- Funded a play group at the local Anglican Church.
- Regularly donated furniture to the St Vincent de Paul Society.
- Developed partnership with local disability school so students could attend work experience at the hospital.
- Developed and implemented a research project with Ermha to identify gaps in provision of mental health services to the asylum seeker community.

Year ahead

- Present regional mental health clinical services plan to St John of God Health Care Board highlighting the need for a proposed redevelopment, including a new day therapy centre, satellite day programs 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.
- Introduce a volunteer program.

ST JOHN OF GOD WARRNAMBOOL HOSPITAL

Established: 1939

Location: 136 Botanic Road, Warrnambool

Chief Executive Officer: Mr Trevor Matheson

Medical Advisory Chair: Mr Robert Toma

Beds: 73

Staff: 198

Accredited doctors: 150

Theatres and procedure rooms: Three theatres

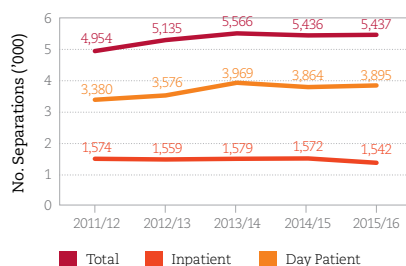
Services: Oncology unit, psychiatric unit/ward, rehabilitation unit, cancer treatment services, elective surgery, medical services, outpatient services and community mental health.



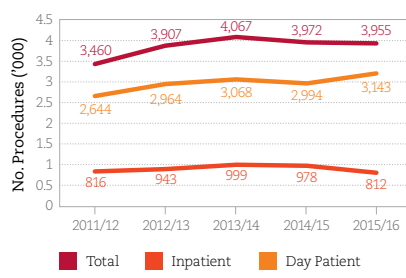
Australia –
Victoria

Performance Snapshot

Separations



Procedures



Services

- Expanded urology services in February 2016.
- Established rehabilitation pain program in February 2016.
- Expanded sleep studies through accreditation of two new doctors and increase in bed numbers.
- Expanded rural mental health services into regional areas.
- Expanded private psychiatry services with the accreditation of two new doctors, specialising in different areas of psychiatry.
- Received \$100,000 donation from a benefactor to extend car parking for patients, visitors and caregivers.
- Implemented patient Wi-Fi throughout the hospital.

Community

- Through the Leila Rose Foundation, the hospital helped raise \$90,000 to assist families whose children have rare types of cancer.
- Community Relations/Mental Health Manager, John Parkinson, gave presentations on self-awareness and suicide prevention to sporting clubs, Country Fire Authority and rural communities.
- Credentialed Mental Health Nurse Dual Diagnosis, Mark Powell, was a member of a team who rode from Sydney to Noosa to raise funds for young people to further their education.
- Psychologist Jodie Fleming volunteered to help build a charity house in Nicaragua and fundraised \$11,000 in the community for McGrath Foundation.
- Donated equipment to orphanage in Timor-Leste.
- Donated delivery bed to hospital in Tonga where 2,500 babies are delivered each year.

- Donated to East Timor Hearts Fund
- Ongoing support for a number of community initiatives including the No Interest Loan Scheme, Anglicare/ Food share, local soup kitchen, Relay for Life, blood donors, Movember, Murray to Moynes Bike Ride and the Rotary Art Show.

Year ahead

- Sign a Memorandum of Understanding with Worn Gundidj Aboriginal Cooperative to provide mental health treatment and care for community members with multiple difficulties.
- Two private psychiatrists will commence in the Glenrye Centre to provide clinical governance to the Mental Health Counselling Service.
- Aim to increase referrals from local secondary colleges in partnership with the wellbeing centres.
- Deepen partnership with the primary health care network in areas of mental health, Indigenous health and substance use.
- Expand service into rural areas, assisting the primary care providers and supporting community engagement.
- As a founding member of the Great South Coast Suicide Prevention Strategy, Fight for Your Life, work with partners to develop a planned approach to halve the suicide rate in the region by 2023.
- Complete consultant rooms in Hamilton by September 2016.



Australia –
New South Wales

ST JOHN OF GOD BURWOOD HOSPITAL

Established: 1958

Location: 13 Grantham Street, Burwood

Chief Executive Officer: Mr Mark Ayling

Medical Advisory Chair: Professor Marie-Paule Austin

Beds: 95

Staff: 216

Accredited doctors: 55

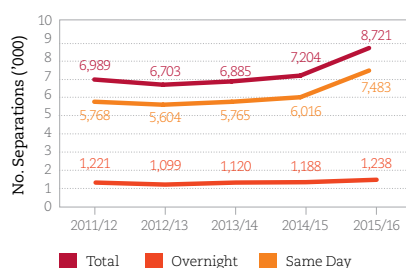
Theatres and procedure rooms: One ECT Suite and one TMS chair/interventional laboratory

Services: Inpatient and outpatient day programs,

perinatal infant mental health, electroconvulsive therapy, transcranial magnetic stimulation services, and community homes for people with chronic mental health who would otherwise be homeless palliative care, obstetrics, allied health and drug and alcohol services.

Performance Snapshot

Separations



Electroconvulsive Therapy Procedures



Services

- Successfully introduced transcranial magnetic stimulation (TMS) services and is now the biggest inpatient provider of these services in New South Wales.
- Created a wellness mobile phone app to help patients better manage and track their wellbeing during their inpatient stay and after they return home.
- Delivered a pilot music therapy program with Musica Viva Australia for mothers and their babies admitted to the Mother-Baby Unit.
- Underwent accreditation through the Australian Council on Healthcare Standards EQUiP National Organisational Wide Survey, achieving six 'Met with Merits'.
- In collaboration with Bupa Australia, the Perinatal Women's Mental Health Unit developed the mum matters mobile phone app to help pregnant and postnatal women better understand their emotional wellbeing and support them staying well.
- Continued to partner with the University of Calgary to contribute to the development of a perinatal mental health assessment tool to support the women of Alberta, Canada build mental health resilience.
- Completed phase one of the Perinatal Integrated Psychosocial Assessment project in partnership with NSW Health.

People

- Mr Mark Ayling appointed Chief Executive Officer in March 2016, and Mr Andrew Nee appointed Director of Mission in October 2015.
- Professor Marie-Paul Austin appointed Chair of the Medical Advisory Committee in October 2015.
- Convened the annual Perinatal Mental Health seminar, which was attended by 120 delegates.

Community

- Partnership with Waminda South Coast Women's Health and Welfare Aboriginal Corporation funded cultural exchange between local Aboriginal and Torres Strait Islander Women and Elders and Ngangkari (traditional healers) from remote areas. Waminda will also provide St John of God Burwood Hospital with education for the cross-cultural awareness training of caregivers.
- Supported local youth through the funding of a part-time psychologist for the Headspace Consortium, as part of the hospital's social outreach program.
- Expanded the Consumer Partnership Advisory Committee role to include development of a consumer vision statement, patient leave safety cards and hospital brochures.

Year ahead

- Celebrate 60 years of service to the community in March 2017.
- Undertake the Models of Care project, which involves a review of each main clinical program to ensure the model is recovery based.
- The Perinatal Women's Mental Health Unit to partner with the University of New South Wales to examine the impact, acceptability, and cost-effectiveness of routine psychosocial assessment and stepped care for families of infants with complex heart disease.
- Together with Australian Catholic University, establish an Aboriginal and Torres Strait Islander Nursing Scholarship across all St John of God Health Care hospitals in New South Wales. The total cost of the scholarship is \$120,000 over six years for four recipients and is targeted to commence in 2017.
- Evaluate the mum matters mobile phone app and continue the Perinatal Integrated Psychosocial Assessment project with NSW Health.

HAWKESBURY DISTRICT HEALTH SERVICE

Established: 1996

Location: 2 Day Street,
Windsor NSW

Chief Executive Officer:
Mr Strephon Billinghamurst

Medical Advisory Chair:
Dr Elizabeth Tompsett

Beds: 131

Staff: 588

Accredited doctors: 69

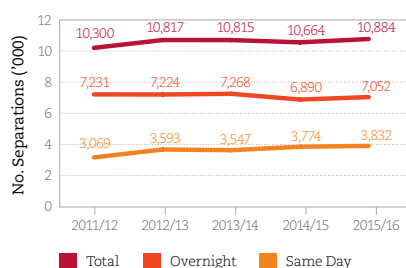
Theatres and procedure rooms: Three operating theatres and one procedure room

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

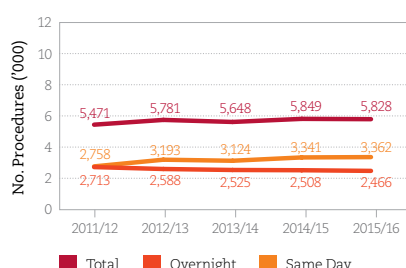
Australia –
New South Wales

Performance Snapshot

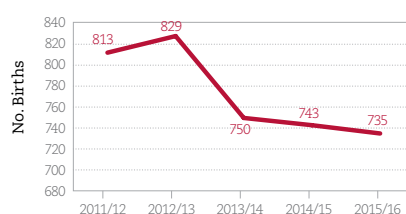
Separations



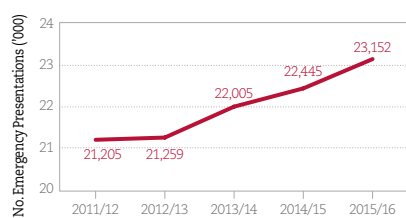
Procedures



Births



Emergency Presentations



Ownership of Hawkesbury District Health Service was transferred to St John of God Health Care in October 2015.

An official blessing and transfer ceremony was presided over by Father Chris de Souza, Delegate of the Diocesan Administrator, Parramatta Diocese.

Services

- Celebrated the second-month anniversary of the integration of St John of God Health Care and Hawkesbury District Health Service with the planting of an ornamental pomegranate tree, signifying new life and the future growth of the facility.
- Completed the first and second phases of the integration. More than 30 support caregivers from across Australia transferred the facility's information, technology and communications platforms to St John of God Health Care's platforms.
- Became the first anaesthetic service in New South Wales to introduce Fisher and Paykel's oxygen therapies, Optiflow™ and Airvo™, into the operating theatres and recovery rooms, and Draeger's ventilation therapy, Zeus®, into operating theatres.
- Commenced a new three month anaesthetic training program for nurses.
- A new Visiting Medical Officer with a professional interest in breast and endocrine surgery commenced work at the hospital.
- Additional physicians commenced to assist with locum work and dementia cases, and additional Visiting Medical Officers were recruited for the Emergency Department.

People

- All 610 caregivers employed by Hawkesbury District Health Service commenced employment with St John of God Health Care in October 2015.

- New Divisional Management Committee appointed in November 2015, including: Chief Executive Officer, Strephon Billinghamurst; Director of Mission, Lisa Connell; Director of Finance, Belinda Mott; and Director of Emergency and Medical Services, Dr Nadarajah Ramesh.
- Integration workshops covering Mission, workforce, finance, supply, information services, public relations and marketing were completed by more than 20 managers.
- Three managers commenced a mission mentoring program and three commenced a Diploma of Management course.
- Formed a Mission Support and Culture Committee comprising 16 caregivers.
- Awarded Sisters of St John of God Fellowships to eight caregivers undertaking courses.

Community

- Continued to strengthen the partnership with the Nepean Blue Mountains Local Health District, with the construction of the long-awaited small public satellite chemotherapy service at the hospital.

Year ahead

- Undertake an additional 40 public surgical cases per month.
- Commence satellite St John of God Raphael Services from Hawkesbury District Health Service in July 2016. For the first time, parents in the Hawkesbury region who are struggling with perinatal anxiety and depression will be able to access free or low-cost specialist treatment.
- Open the public satellite chemotherapy service for patients of the Nepean Cancer Care Centre.
- The University of Notre Dame Australia's new purpose-built state-of-the-art medical teaching facility to open on site.



Australia –
New South Wales

ST JOHN OF GOD RICHMOND HOSPITAL

Established: 1952

Location: 177 Grose Vale Road, North Richmond

Chief Executive Officer:
Mr Steve Brooker

Medical Advisory Chair:
Dr Jeffrey Bertucen

Beds: 88

Staff: 208

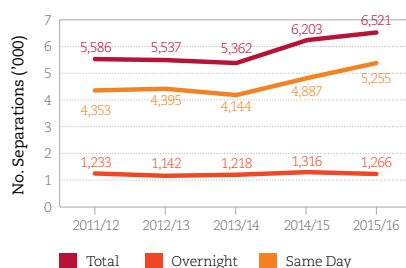
Accredited doctors: 42

Theatres and procedure rooms: One ECT suite and one TMS chair

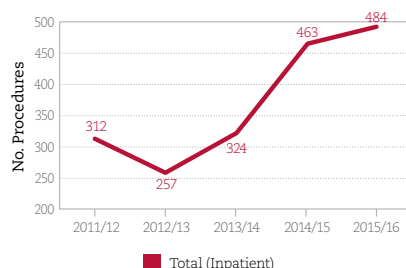
Services: Inpatient, outpatient and day mental health programs, perinatal infant mental health.

Performance Snapshot

Separations



Electroconvulsive Therapy Procedures



Services

- Introduced transcranial magnetic stimulation (TMS) for the treatment of medication resistant depression and anxiety.
- Commenced the first intensive inpatient program for obsessive-compulsive disorder in New South Wales.
- Was a pilot site for Phoenix Australia – Centre for Posttraumatic Mental Health electronic self-assessment measures for Trauma Recovery Programs.
- Underwent accreditation through the Australian Council on Healthcare Standards EQulP National Organisational Wide Survey, achieving six 'Met with Merits'.

People

- Steve Brooker appointed Chief Executive Officer in June 2016.
- Efraim Rosso appointed Nurse Unit Manager Mood Disorder Unit in September 2015.
- Lorna O'Brien appointed Nurse Unit Manager Drug and Alcohol Unit in May 2016.
- Matthew Ireland appointed Clinical Nurse Consultant Drug and Alcohol in December 2015.
- Appointed three additional visiting psychiatrists to cater for a broader range of psychiatric presentations.
- Psychiatrist Dr John Westerink awarded a Medal of the Order of Australia for service to medicine, particularly psychiatry.
- Psychologist Clare Russell-Williams named the Australian Psychological Society Graduate of the Year.
- Rolled out new mandatory training to caregivers on de-escalation techniques (management of potential or actual aggression and violence).

Community

- Provided free or low-cost perinatal and infant mental health services to 161 clients at Raphael Services Blacktown.
- Piloted a one-year program for Department of Veterans' Affairs, partnering with DefenceCare, to deliver a standardised mentoring program for veterans.
- Continued co-location agreement with Partners in Recovery to provide direct access for consumers to community based support services.
- Extended partnership with Living in Communities Volunteer Scheme for another year.
- Became a licenced Royal Australian College of General Practitioners Accredited training provider

- Partnered with Sailors With a Disability to run a three-day sailing program for clients with post traumatic stress disorder.
- Conducted a three-day, on site education and training program in Walgett for mental health workers supporting the local Aboriginal community.
- Provided suicide prevention training in partnership with Community Health Service to clinicians, general practitioners and the local community in Gunnedah, New South Wales.
- Convened the third annual Perinatal and Infant Mental Health Conference in May 2016, attended by more than 160 psychiatrists, psychologists, general practitioners, nurses and mental health workers.

Year ahead

- Complete a redevelopment proposal for Board approval in 2016 to further develop inpatient and outpatient services.
- Commence weekend groups providing a seven-day a week treatment program for inpatients.
- Complete recruitment of a new Director of Nursing in August 2016.
- Recruit a new clinical nurse consultant specialising in trauma.
- Undergo accreditation of the Trauma Recovery Program with Department of Veterans' Affairs.
- Evaluate the Richmond Trauma and Mental Health Research Project at the mid-point of five year funding.
- Establish practices and procedures for the new mental health nurse incentive program funding in partnership with West Sydney Primary Health Network.

ST JOHN OF GOD HAUORA TRUST

Location: New Zealand

Chief Executive Officer:
Mr Steve Berry

Beds: 90*

Staff: 271

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



New Zealand

Services

- Purchased the 36-bed St John of God Karori facility as part of a NZD\$5 million purchase and refurbishment program for the site.
- Provided 40,505 nights of residential care and community living facilities to 145 people with a physical or neurological disability.
- Achieved bed occupancy of 98% across Health and Ability Services - above national service targets of 90%.
- Renewed funding arrangements with a range of government departments including the Ministry of Health, Ministry of Social Development, Department of Corrections and Ministry of Education as well as District Health Boards.
- Delivered counselling to 560 young people and social work support to 201 young people across Community, Youth and Child Services.
- Delivered 54,557 hours of early childhood education at Little Owls' Preschool.
- Supported 195 vulnerable young parents at St John of God Waipuna through 33 young parent education groups.
- Delivered 11,000 rehabilitation and therapy hours through the Granada Centre, our neurological rehabilitation centre of excellence.
- Implemented the HOPE Social Housing project providing accommodation and wrap-around support services to clients across five tenancies.
- Achieved the maximum possible three-year certification with the Ministry of Health for Health and Ability Services nationally across the Southern and Northern divisions.
- More than 36 charitable trusts, philanthropic foundations, community funds and private donors donated more than NZD\$591,000 to Hauora Trust.

People

- Reduced caregiver turnover to 14.3% in the year to March 2016, significantly below the industry benchmark of 18.6%.

Community

- Community, Youth and Child Services awarded a five-year contract with the Department of Corrections for delivery of the rehabilitation and reintegration Mauri Toa Rangatahi youth offender program.
- Community, Youth and Child Services identified as a key organisation in a collaborative project between the Ministry of Social Development and the Department of Corrections to implement a service design project for the new multi-million dollar Department of Corrections building in East Christchurch.
- Community, Youth and Child Services a significant stakeholder in the service design, planning and implementation in the Children's Teams for the Canterbury region.
- Confirmation of continued funding of NZD\$170,000 from the Ministry of Social Development for the Earthquake Support Coordination Service, to meet increased community need.
- Annual charity auction was a success, raising more than NZD \$18,000 as well as attracting support from 84 guests and 31 donating organisations and individuals.
- Coordinated Catholic Ministries Hui bringing together 15 health and social service providers in the Diocese of Christchurch.

Year ahead

- Open the new six-bed transitional living unit, Pampuri House, at St John of God Halswell in August 2016.
- Plan for opening of an eight-bed community living facility for people with a disability at Otaihanga in the Wellington region.
- Complete feasibility study for site development program at St John of God Halswell with a view to increase supported independent living capacity.
- Evaluate feasibility of additional Community, Youth and Child Services in the North Canterbury region to support young people in more communities.
- Evaluate feasibility of installing ceiling hoists in rooms at St John of God Halswell, following pilot.
- Develop partnership with Careerforce to provide brain injury support program at St John of God Halswell and career development pathways for Year 13 students.

A caregiver and client at St John of God Halswell



* This number does not include beds located at St John of God Hauora Trust Community Homes.



Australia –
National

ST JOHN OF GOD PATHOLOGY

Established: 1940s in Western Australia and 1968 in Victoria

Locations: 23 laboratories and 187 collection centres across Western Australia and Victoria

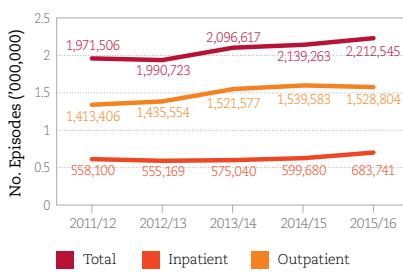
Chief Executive Officer: Mr Michael Hogan

Staff: 1,320

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

Performance Snapshot

Pathology episodes



Caregivers at our
St John of God
Pathology Osborne
Park laboratory.



Services

- Opened a new laboratory and collection centre at St John of God Midland Public and Private Hospitals. Since opening, the laboratory has performed 208,941 tests, more than 66,472 episodes for more than 18,300 patients.
- Opened 24 new pathology collection centres, seven in Western Australia and 17 in Victoria.
- Passed a rigorous accreditation process by National Association of Testing Authorities at Midland Hospital Laboratory in March 2016.
- The Molecular Oncology team at the St John of God Subiaco Hospital Bendat Family Comprehensive Cancer Centre achieved accreditation by National Association of Testing Authorities for the new Illumina MiSeq instrument, which enables DNA sequencing to assist in drug selection to target tumours. St John of God Pathology is one of only a handful of laboratories in Australia that have this technology.
- Collaborated on 19 research projects in the areas of breast, colorectal and gynaecological cancer.

People

- Mr Adrian Sutton appointed National Director of Operations in August 2015.
- Mr Andrew Schultz appointed Victorian Regional Laboratory Manager in July 2015.
- Dr Ben Camley appointed Director of Haematology, Western Australia in March 2016
- Dr Bassam Tawfik appointed Deputy Director Anatomical Pathology, Victoria in February 2016
- Grew national network of more than 50 pathologists with the appointment of 10 new pathologists, two in Victoria and eight in Western Australia.

Community

- Sponsored the Royal Australian College of General Practitioners Western Australia's annual Fellows and Awards evening.
- Sponsored the Cyrenian House Charity Golf Day. Cyrenian House is a drug and alcohol rehabilitation centre in Western Australia for which St John of God Pathology also provides drug screening services.
- Sponsored the Geelong Youth Kokoda Program, which helps troubled students reconnect with their local community via a mentoring and training program before trekking the historic Kokoda Trail in Papua New Guinea.
- Sponsored Karingal Baclinks, which creates educational, social and employment opportunities for people with a disability in the Geelong area.
- Continued financial support to the Barwon Health Foundation, a philanthropic body created to enhance the delivery of comprehensive health services in the greater Geelong area.
- Sponsored a pathologist exchange program as part of a long standing Twinning Program between Vaiola Hospital in Tonga and St John of God Ballarat Hospital.
- Provided training for 48 phlebotomists in Timor-Leste.

Year ahead

- In July 2016, St John of God Health Care announced its intent to sell St John of God Pathology to Clinical Labs, Australia's third largest pathology provider.

ST JOHN OF GOD HEALTH CHOICES

Established: 2009

Location: WA: Perth, Mandurah

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

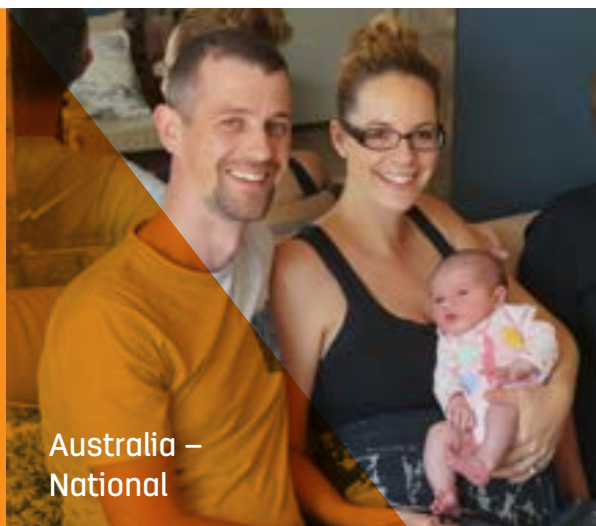
National Operations

Manager:

Mr Colin Young

Staff: 146

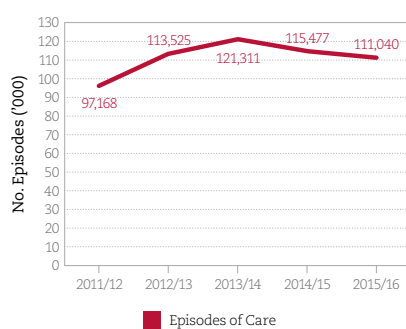
Services: Home nursing, midwifery and personal care.



Australia – National

Performance Snapshot

Episodes of care



Services

- Undertook approximately 111,000 home nursing, midwifery and personal care visits in this financial year.
- Developed and implemented home oncology services in Melbourne and Perth to offer assistance to patients requiring treatment and maintenance at home.
- Tendered successfully for delivery of community nursing and personal care services for the Department of Veterans' Affairs.
- Received a grant of \$5,000 from Victorian Department of Human Services to enhance the service to our Ballarat Home and Community Care clients.
- Implemented early discharge program for Western Australian maternity patients, reducing hospital stay.
- Maternity visits in Western Australia increased by 55% in 12 months.
- Commenced care coordination with the Sisters of St Joseph and Sisters of St John of God.
- Introduced electronic medical records as a replacement for paper-based forms.

- Trialled motor vehicles to ensure the fleet suits the service, occupational health and safety and environmental obligations.
- Reviewed fleet and organisational branding to align closely with hospital services.

People

- Thomas McConnell appointed General Manager WA in April 2016.
- Judy Stewart, Warrnambool Health Choices Nurse Manager, retired in June 2016 after 48 years of nursing.
- Demand for nursing student placements has increased, and the number of students currently placed in Health Choices has grown by 75% over the past 3 years.
- Changed caregiver skill mix to include more enrolled nurses and patient care assistants, to better reflect the needs of patients.

Community

- Program partnerships with Vincent Care Victoria (Ozanam House and Northern Community Hub) and the Esther Foundation continued to be strong.
- Expanded diversional art and fitness therapies provided to Ozanam House clients to include former and associated clients of Vincent Care to assist them with transitioning back into the community.
- Observed increases in youth counselling presentations at Northern Community Hub in the second year of the program. Presentations focus on young people recovering from trauma and at risk of homelessness.
- Expanded resources library for the Esther Foundation clients with all resources used to aid in the recovery from trauma and addiction.

- Supported Esther Foundation's Unseen Art Exhibition with all art supplies and art therapy sponsored by Health Choices.

Year ahead

- Identify opportunities for increased home cytotoxic management and administration services for St John of God Health Care hospitals.
- Continue to investigate areas for growth within Western Australia and Victoria, reviewing services provided and exploring new service ideas and opportunities.
- Explore the possibility of a regular microbiology clinic at St John of God Murdoch Hospital to offer improved medical governance.
- Participate in Australian Council on Healthcare Standards EQuIP Organisation Wide Survey.
- Undergo AS/NZS 4801:2001 and OHS 18001:2007 certification.
- Continue to move toward an electronic medical record to improve efficiency and communication.
- Implement new fee structure to all St John of God Health Care divisions.
- Continue to replace ageing vehicle fleet.



The new health managers program delivered in Timor-Leste assists leaders in the East Timorese health system to develop essential management skills.

ST JOHN OF GOD SOCIAL OUTREACH

Established: 2002

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

General Manager:
Ms Bev East

Staff: 115

Services: Directly manage services in the areas of Early Years (Raphael Services and Aboriginal perinatal mental health training), Youth Services (Horizon House and youth outreach) and International Health (capacity building programs in Timor-Leste and Papua New Guinea). Oversee group-wide strategy for development of social outreach services operated by divisions.



Australia –
International

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

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

Early Years (conception to four years of age)

- Amalgamated the two Raphael Services in Western Australia to form one, unified service that covers the entire Perth metropolitan area.
- Established Raphael Services satellite in Midland.
- Identified and progressed leasing and fit out of the new Raphael Services Western Australia hub site.
- Secured additional \$102,000 in funding from the Western Australia Mental Health Commission for the Aboriginal Attachment Project. These funds will be used to develop and deliver training and evaluate the use of the associated tool kit.
- Delivered a postnatal group program for parents of multiple births in collaboration with the Perth and Districts Multiple Birth Association thanks to \$42,000 in funding from Lotterywest.
- Trained 89 Aboriginal health workers in using a culturally sensitive parent-child attachment tool kit to provide support to an estimated 890 families.

Youth Services (12 to 25 years of age)

- Provided an intensive housing and self-development program for more than 115 young people at risk of homelessness.
- Established partnership with Haven Home Safe in Victoria to deliver nine additional Tier 2 transitional accommodation places for young people ready to transition into semi-independent living.
- Established Memoranda of Understanding with Access Housing and Foundation Housing to provide access to a total of five Tier 2 beds in Western Australia.
- Introduced Outcome Star, an internationally recognised assessment tool to assist Horizon House clients to set and measure their individual progress.
- Provided funding to Rise Network to employ a case manager to work with homeless youth within the Midland area in Western Australia. The case manager was awarded the WA Youth Awards Most Outstanding Youth Worker Award in 2015.
- Secured \$63,285 in funding from the Western Australia Department of Education to employ a youth engagement officer who visits chronically truant youth who do not leave their homes due to issues with anxiety, depression or computer gaming addiction.

International health

- Implemented a quality management system at Timor-Leste's national hospital, Hospital Nacional Guido Valadares, and conducted two audits against quality standards, which showed gradual improvement.
- Developed and commenced pilot delivery of a health managers training program to assist leaders in the East Timorese health system develop essential management skills.

- Commenced a new nurse competency program to assist new nurses coming into the Hospital Nacional Guido Valadares to develop core competencies.
- Advocated and achieved the appointment of a qualified medical scientist to the role of Executive Director National Laboratory in Timor-Leste.
- Advocated and achieved the reinstatement of a Director of Nursing and Midwifery at the Hospital Nacional Guido Valadares after four years of the position being unfilled.

People

- Dr Leanne Nicole Priestly appointed Raphael Services Western Australia Psychiatrist in March 2016.

Year ahead

- Establish Raphael Services Western Australia hub and additional satellite services in the Perth metropolitan area, and services to rural families through the introduction of tele-psychiatry.
- Commence 12-month pilot of the Moort Boodjari Mia Program, a maternity service for Aboriginal women and their families living in the north metropolitan community.
- Commence development of three new Tier 1 Horizon Houses in regional Victoria.
- Secure 34 additional Tier 2 transitional beds in Western Australia and Victoria to support the expanded Tier 1 program.
- Commence new five-year nursing development program to improve patient care at Hospital Nacional Guido Valadares and at least one district hospital.
- Expand the new nurse competency program at Hospital Nacional Guido Valadares.



EXCELLENCE

IN THIS SECTION

- 68 Excellence in care
- 76 Excellence in research
- 82 Excellence in education and training



**TO ACHIEVE EXCELLENCE
IN THE DELIVERY OF OUR
SERVICE AND APPLY THAT
TO THE INDIVIDUALS IN
OUR CARE WE; ATTAIN
HIGH QUALITY CLINICAL
STANDARDS, WE CONSIDER
RESEARCH AS CRITICAL
TO INFORM OUR PRACTICE
AND ACCESS TO ONGOING
EDUCATION FOR OUR
PEOPLE IS PARAMOUNT**

EXCELLENCE IN CARE

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

Excellence in the highest quality health care is an aspiration that requires safe, effective, appropriate and responsive care from engaged and competent caregivers and accredited health practitioners.

St John of God Health Care adopts a holistic approach to patient care in the pursuit of better ways to provide this care. Over the past 12 months, significant work has been undertaken to strengthen our clinical governance performance.

Accreditation

Hospitals

Our hospital divisions are accredited by the Australian Council on Healthcare Standards (ACHS) against the Australian Commission on Safety and Quality in Health Care's (ACSQHC) 10 National Safety and Quality Health Service (NSQHS) Standards.

During 2015/16, St John of God Ballarat, Bendigo, Burwood, Richmond and Murdoch Hospitals and Hawkesbury District Health Service were successfully accredited against the National Standards and met all the required actions within these Standards.

Overall, our divisions achieved a total of 46 'met with merit' ratings, demonstrating exceptional performance beyond the required actions of the NSQHS Standards.

St John of God Midland Public and Private Hospitals opened in November 2015 and underwent a "highly successful" interim accreditation two weeks later reflecting "an extraordinarily multi-layered, complex and highly consultative planning process".

New Zealand

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

All residential care and community home facilities also hold contracts with their local District Health Board and the Accident Compensation Corporation.

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

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



Significant work has been done over the past 12 months to strengthen our clinical governance performance across our divisions.

Pathology

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

Some highlights of 2015/16 assessments were:

- A commendation for the organisation and implementation of the overarching corporate quality management system.
- Osborne Park Toxicology Department received commendations for the implementation and follow up of corrective actions on internal audit findings and the maintenance of caregiver competency records.
- Osborne Park Haematology and Biochemistry Departments were commended on the quality of their quality assurance program analysis, investigation and corrective action.
- Subiaco Molecular Oncology Department caregivers were commended on their level of technical knowledge in the area of Next Generation Sequencing (NGS) and the validation study performed as part of the introduction of NGS into the Department.

We have continued to invest in new technology, with the purchase of new instruments for the Serology and Histology departments to maintain an optimum service to patients by utilising the latest testing platforms. In addition, erythrocyte sedimentation rate and blood bank platforms were upgraded to improve efficiency and ensure service consistency.

Clinical risk management and quality improvement

Governance and management

Over the past 12 months St John of God Health Care's clinical risk governance and management systems were strengthened by enhancing clinical performance reporting to the Board Clinical Performance Committee and Group Management Committee to enable them to better fulfil their clinical governance responsibilities.

Several clinical quality initiatives have also been implemented.

Medical and Allied Health Governance

A comprehensive review and revision of the St John of God Health Care Bylaws was completed in October 2015 to strengthen credentialing and scope of practice authorisation processes. Recommendations from an Allied Health Governance Review are being implemented.

Incident Management

The organisation's clinical incident management policy and procedure was revised to ensure it adequately reflects all relevant legislative reporting requirements. Targeted training was provided to clinical caregivers to improve their skills in line with the revised clinical incident management policy.

Root cause analysis training was provided to key clinical caregivers across the group and support materials were also developed for training purposes. This training provided caregivers with skills to identify underlying factors associated with serious incidents and develop appropriate action plans to address them.

Specific safety initiatives

Patient safety

St John of God Health Care has developed a patient safety strategy focusing on obstetrics, maternity and mental health, in light of recent growth in these clinical services.

This year, 10 of 11 hospitals providing maternity services introduced the K2 Guardian System, allowing obstetricians to remotely review the foetal heart rate traces during labour. The K2 Guardian System will be in place across all divisions by November 2016 and enables midwives and obstetricians to collaborate and communicate in real time.

The organisational electronic foetal monitoring policy has been revised in line with evidence based guidance, and the Royal Australian and New Zealand College of Obstetricians and Gynaecologists Foetal Surveillance Education Program has been delivered to about 330 midwives and 35 obstetricians. This training will continue in 2016/17 and will be rolled out across all hospitals.

Clinical Audit

St John of God Health Care introduced an electronic clinical audit system that enables divisions to record audit results online for feedback to local management. Rollout of this audit system will contribute to best practice.

Data and analytics redesign program

The organisation has embarked on a program to establish clinical information systems and data analytics capability across the organisation.

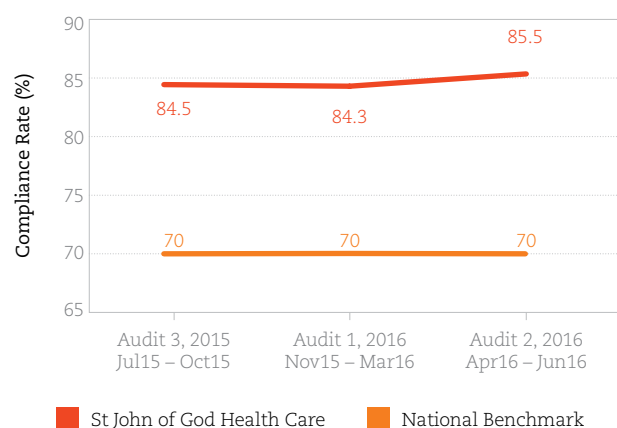
Clinical Registry Participation

We are aiming to enhance the way in which the organisation works with medical practitioners to monitor clinical outcomes and identify best practice to inform clinical improvement opportunities.

Infection prevention

Since 2010, the organisation has participated in the National Hand Hygiene Initiative to improve hand hygiene compliance by caregivers and visitors. In 2015/16 our group compliance rate for hospital divisions¹ exceeded 80% (84.8%), which is higher than the Australian Commission on Safety and Quality in Health Care's National benchmark of 70%.

Hand Hygiene Compliance Rates



¹Does not include St John of God Midland Public and Private Hospitals or Hawkesbury District Health Service as these entities did not operate as part of St John of God Health Care for the full reporting period. St John of God Midland Public and Private Hospitals opened in November 2015 and Hawkesbury District Health Service was acquired by St John of God Health Care in October 2015.

We benchmark rates of hospital-acquired staphylococcus aureus bacteraemia – the most common bacteria causing serious health care-associated bloodstream infection – against other acute hospitals on the MyHospitals website. Our hospitals observed a rate of 0.31 SAB cases per 10,000 patient care days, which is significantly better than the national benchmark of two cases per 10,000 patient care days.

Information technology

Scanned health records

St John of God Health Care introduced scanned patient records at two divisions in late 2016. In 2016/17 we will deploy across all remaining hospital divisions. The scanned health record solution will provide caregivers access to patient records that have been scanned on discharge. The solution will deliver easier and faster access to documents, providing efficiency and quality improvements through reduction in manual handling of paper forms.

Visiting Medical Officer account provisioning

St John of God Health Care is delivering the capability to automatically provide network logins to all consulting doctors within St John of God Health Care. This solution will allow doctors to access our wireless network with one single login. It has been successfully deployed in our eastern hospitals and will be rolled out to all western hospitals, with wireless capability, in the coming year.

Nursing and midwifery

A nursing unit balanced scorecard system went live in 148 units across the organisation providing managers and their teams with automated performance data from a single location. Built in-house in consultation with end users and revised in response to identified need, it provides the platform for targeted performance improvement.

In 2015 the Group nursing leadership team undertook a nursing research initiative to understand why pressure injuries still occur in our hospitals despite many interventions implemented by our caregivers. The study benefited from a collaborative approach between the nursing research team at St John of God Murdoch Hospital and wound experts from St John of God Ballarat, Geelong, Murdoch and Subiaco Hospitals. Work has now started to implement recommendations and define a plan for the second stage, which is to sustain a reduction in our Facility Acquired Pressure Injury (FAPI) rates.

Our Victorian hospitals were part of a Victoria-wide consortium to purchase equipment as part of a five-year Healthy Workforce Australia grant. In 2016, at the end of this grant, the equipment was allocated to consortium members, including St John of God Health Care.

Lisa Stevenson was appointed as the Group Transfusion Nurse in 2015 to provide leadership in ensuring best practice blood and blood product management across the group.

The Maternity Reference Group participated in a number of quality improvement activities where the focus was on improving maternal and neonatal outcomes.

There has been significant upgrade to the perinatal database to meet the mandatory reporting requirements of the WA Health Department. Also underway is the development of division-specific reports to enable efficient data collection and comparison.

A co-badged *Care Plan for the Dying*, a tool to guide care for patients and support for their families in the last few days of life, has been implemented at St John of God Bunbury and Geraldton Hospitals and also at St John of God Murdoch Community Hospice in collaboration with the Department of Health WA.

Moving to residential care directly from the hospital environment is often complex and may be a very emotional time for patients and their family members. A group brochure has been developed to support patients and families undergoing this experience. The brochure has been developed by experts from social work and discharge planning across most hospitals and summarises key steps in the process as well as providing contact numbers for the key services within our organisation.

Pastoral services

Pastoral services play a crucial role in the holistic approach to healing and are a defining aspect of our identity and Mission as a ministry of the Catholic Church.

There is considerable focus on training as part of our commitment to providing the highest standards in pastoral services and in meeting the needs of the individuals and the communities.

There have been a number of highlights in the last 12 months consistent with aligning our Vision with our strategic priorities. These include:

- To ensure a sustainable resource of professional practitioners equipped to deliver comprehensive pastoral services we have Clinical Pastoral Education centres in Victoria and Western Australia. A number of programs were provided during the year.
- A commitment to continuous quality improvement practice resulted in significant gains in measures of effectiveness for pastoral services, exceeding the effectiveness target in all but one of the measures.

Tania Rose was appointed full time as the pastoral practitioner for Accord in October 2015, after a 12-month recruiting process. An extensive pastoral internship support program has enabled Tania to transition exceptionally well into the pastoral role where she has received overwhelming support from caregivers, clients and their families. Loss, grief, trauma, behaviour issues and advocacy (giving clients a voice) are some of the key themes of Tania's pastoral encounters.

The pastoral care team at St John of God Midland Public and Private Hospitals has five caregivers and a visiting Catholic Chaplain. Pastoral services are well integrated into the multidisciplinary team and have a strong presence in the emergency department and maternity services.

Pastoral care plays a crucial role in the holistic approach to care and healing that we deliver throughout our hospitals.



AWARDING EXCELLENCE 2015/16

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 services 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		
Deborah Pearson	Excellence in Primary and Acute Care, Arts and Health Australia Awards for Excellence	Arts and Health Australia
St John of God Accord		
Nick Pouki	Finalist in the Victorian Disability Awards in the Emerging Leader category	Department of Health and Human Services
St John of God Ballarat Hospital		
Renae Lee	Australian Society of Post Anaesthesia and Anaesthesia Nurses Award, School of Nursing and Midwifery	Deakin University
St John of God Bendigo Hospital		
St John of God Bendigo Hospital	Finalist in the Workplace Health and Wellbeing category, Bendigo Business Excellence Awards	Bendigo Business Council and Bendigo Advertiser
St John of God Bunbury Hospital		
St John of God Bunbury Hospital	Finalist in the best workplace safety and health management system, Work Safety Awards Western Australia	WorkSafe WA
St John of God Burwood Hospital		
Professor Marie-Paule Austin	Jon Rampono Medal	Marcé Society – Australasian Chapter
St John of God Geelong Hospital		
Andriy Kurtsev and the Three East ward	2016 Press Ganey Success Story	Press Ganey
Hawkesbury District Health Service		
Brenda Harrold	Medal of the Order of Australia (OAM)	Council for the Order of Australia

Recipient	Award	Awarded by
St John of God Murdoch Hospital		
St John of God Murdoch Hospital	Highly Commended in the Health Organisation category, Health Consumers Council Awards	Health Consumers Council
St John of God Murdoch Hospital Emergency Department	Finalist in the 2016 Press Ganey Success Story	Press Ganey
St John of God Richmond Hospital		
Clare Russell-Williams	Graduate of the Year	Australian Psychological Society
Dr Gerrit Jan (John) Westerink	Medal of the Order of Australia (OAM)	Council for the Order of Australia
St John of God Social Outreach		
Horizon House Western Australia	WorkSafe Plan Gold Certificate of Achievement	WorkSafe WA
International Health team for its work with the Mandala Foundation	Recruitment and Selection category, Workplace Excellence Award	Australian Psychological Society
St John of God Subiaco Hospital		
Ann Annetts	Consumer Appreciation Award, Western Australian Nursing and Midwifery Excellence Awards	Department of Health WA
Jen Chambers	Novice Presenter Award	Gastroenterological Nurses College of Australia
Justin Dorigo	Finalist in the Excellence in Primary, Public and Community Care category, Western Australian Nursing and Midwifery Excellence Awards	Department of Health WA
Drug and Alcohol Withdrawal Network	Outreach Healthcare Award	Catholic Health Australia
Shenae Hancey	Pharmacy Student of the Year	Pharmaceutical Society of Australia
Dr Johan Janssen	Extraordinary Contribution to Outreach Services, Doctors' Service Awards	Rural Health West
Jeannette Tai	Excellence in Enrolled Nursing, Western Australian Nursing and Midwifery Excellence Awards	Department of Health WA
Associate Professor David Watson	Member of the Order of Australia (AM)	Council for the Order of Australia

Robotic surgery brings benefits for patients

Technological advancement is a key priority across all of St John of God Health Care's operations to ensure the quality of care provided is of the highest standard.

The introduction of robotic surgery at both St John of God Subiaco and Geelong Hospitals has seen the expansion of minimally-invasive surgery, which can result in shorter stays, less post-operative time and quicker return to normal activities.

The computer-controlled robots allow surgeons to perform highly precise surgical procedures through small keyhole incisions, using the robots arms, while retaining full visualisation of the surgical field.

Robotic-assisted surgical techniques allow highly accurate pre-operative planning, merging the accuracy of computer navigation and the ability to customise position based on the three-dimensional anatomy of each patient.

Terry Dunn, a caregiver who works in the St John of God Health Care IT Project Management Department and is based at St John of God Geelong Hospital, was one of the first patients to receive robotic surgery at the hospital.

The robotic-assisted pyeloplasty procedure was performed by surgeon, Dr Paul Kearns, who was one of several local urologists to undergo extensive training to learn how best to utilise the technology.

Terry was offered the robotic procedure as an alternative to traditional surgery and was confident in his surgeon and the new technology.

Terry said the recovery time was shorter than he had anticipated and he was up and about within a week of the surgery, experiencing minimal pain. He knew he was given the best advice and was pleased with the results.





Former patient and St John of God Health Care caregiver, Terry, who was one of the first patients to undergo robotic-assisted surgery at St John of God Geelong Hospital.

EXCELLENCE IN RESEARCH

At St John of God Health Care, research is a fundamental part of our Vision to be recognised as a leader in the Australian health sector for the provision of high quality health care.

As part of a five year strategic focus (2015-2019), we aim to increase the amount of high quality research that delivers innovation, increased productivity and growth of medical services, translating into improvements in health outcomes for our patients. This is known as research translation. Research translation is encouraged for all research undertaken at St John of God Health Care, both that developed internally as well as projects with external collaborators.

Key outcomes of research translation include benefits and changes for existing health care practices and new protocols, technology and products that improve health outcomes.

Research approvals

During the past few years the number of research projects approved by our Human Research Ethics Committee has risen significantly, reflecting our strong focus on expanding our activity in health care improvement.

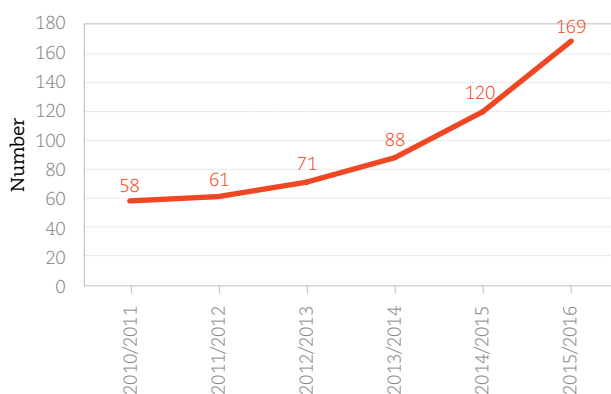
The number of new St John of God Health Care research proposals submitted per year has nearly tripled from 58 in 2010/11 to 169 in 2015/16.

While the number of new research studies granted ethical approval increased steadily up to 2010/11, when 41 proposals were approved, the fastest growth has occurred since the inception of our five year strategic plan from 2015. The number of new approved research studies more than doubled from 73 in 2013/14 to 163 in 2015/16.

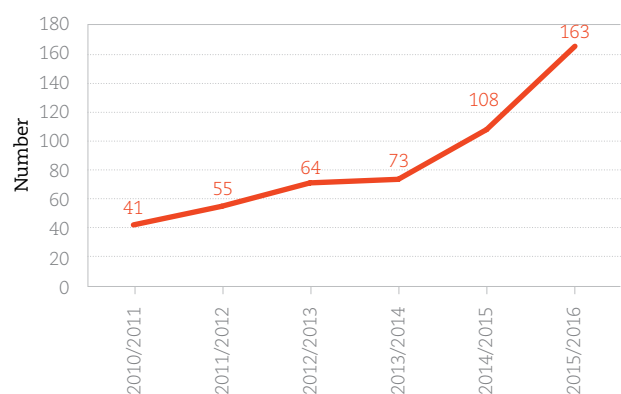
This research, which is spread across the group, includes a wide spectrum of research from smaller, quality improvement projects to larger scale, multicentre trials of new treatment regimens across a spectrum of clinical disciplines.

Much of our research is conducted in collaboration with academic and industry partners and leading researchers throughout Australia and internationally.

Number of new SJGHC research proposals per year (as of 30 June 2016):



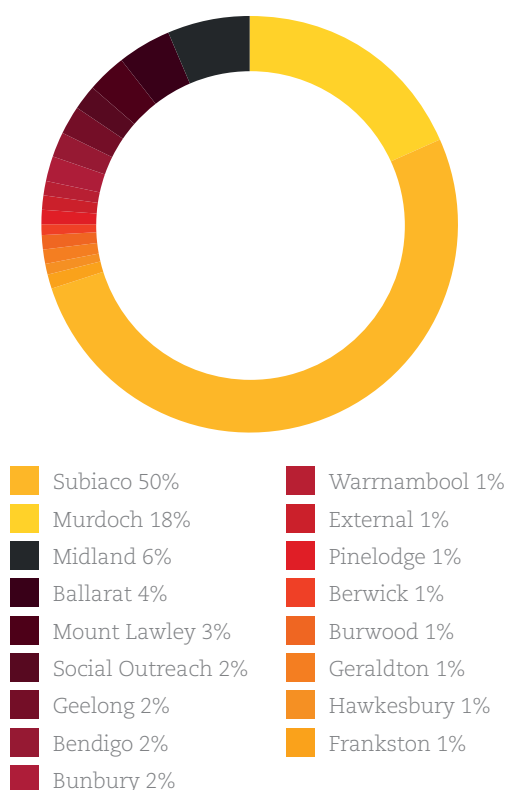
SJGHC approved research studies per financial year:



Professor Marie-Paule Austin (pictured to the back) and her team have continued their research into perinatal infant mental health through the St John of God Burwood Hospital Mother and Baby Unit.



Research proposals submitted for review to the St John of God Health Care Human Research Ethics Committee (1 July 2015 – 30 June 2016) by site*:



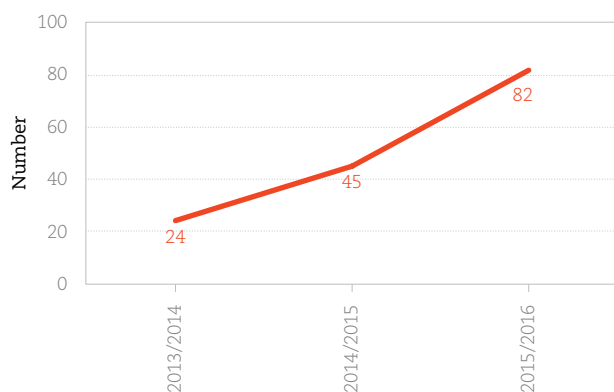
* St John of God Ballarat and Geelong Hospitals access their adjoining Public Hospital Human Research Ethics Committees.

Research quality

A search of research publications referring to St John of God Health Care illustrates the increasing contribution of research associated with our organisation.

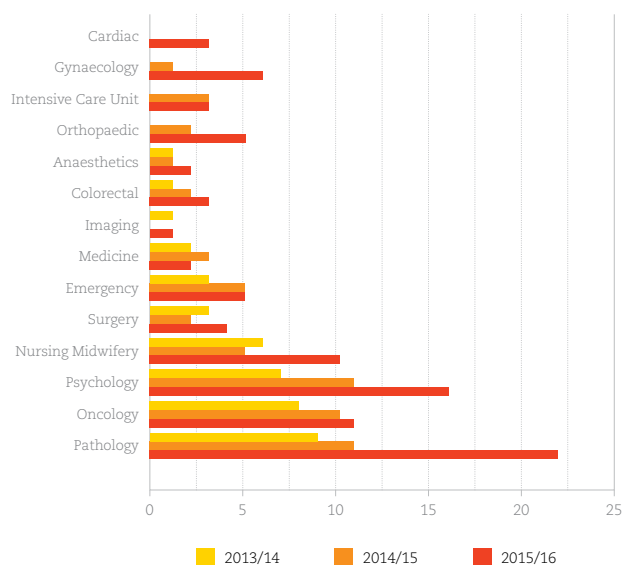
The proportion of total peer-reviewed publications highly cited within 12 months of publication was 80% in 2015/16, compared to 42% and 66% in the two preceding financial years.

Number of research publications with SJGHC byline* per financial year:



*This refers to all other publications with St John of God Health Care byline (on Pub. Med.) per annum (financial year) which are not already reported in annual/final study reports to St John of God Health Care Human Research Ethics Committee.

Number of research publications (1 July 2015 - 30 June 2016) by clinical specialty



The total number of research publications for St John of God Health Care has been greatest in the clinical disciplines of pathology, psychology/mental health, oncology and nursing and midwifery.

However the number for gynaecological cancer and orthopaedics has increased dramatically over the past two financial years, reflecting an increasing research focus in these disciplines. For instance, in orthopaedics research is continuing on the new technology of robotic arm assisted surgery, and multidisciplinary research focused on quality of life for those having hip, knee and other joint replacements.

In gynaecological oncology there is a well-planned, targeted research program led by Dr Paul Cohen at St John of God Subiaco Hospital, which is augmenting clinical practice and ensuring optimal health care for women based on the latest research evidence.

Developing research expertise

St John of God Health Care has made significant investments in the learning and development of its researchers to ensure the continuing quality of its research.

In this past year, we have undertaken a number of learning and development initiatives:

- In-house Good Clinical Practice (GCP) Credentialing Training Program (internationally accredited by Transcelerate) for our researchers and research administration caregivers to ensure that how we conduct trials is of an international standard.
- Regular research ethics topics covered in a lunchtime education series program based at St John of God Subiaco Hospital and currently being extended across other St John of God Health Care divisions.
- Key opinion leader Question & Answer, video-streamed discussion forums, for example Ms Christine Pierre, President Society for Clinical Research Sites, outlined issues with research protocols and the Common Protocol initiative that is attempting to resolve these issues.

- Online educational presentations and researcher management resources, for example standard operating procedures and templates for the conduct of research can now be accessed online by internal St John of God Health Care researchers
- Society for Clinical Research Sites registration for our hospitals, which allows us to engage with, learn from and benchmark against other research intensive organisations internationally. Both St John of God Subiaco Hospital and St John of God Bunbury Hospital are members of the Society for Clinical Research Sites.

Research translation

The group is achieving a 100% success rate for translation of its published research as reported to the St John of God Health Care Human Research Ethics Committee.

Examples include:

- An investigator-initiated study conducted at St John of God Subiaco Hospital that provided evidence to confirm that the surgical use of a 5mm scope is feasible with equivalent patient outcomes to a 10mm scope.
- A commercial patent achieved for the LiVac Liver Retraction Device as a result of a successful test of a new liver retractor designed by Dr Philip Gan at St John of God Warrnambool Hospital. Dr Gan was an invited speaker at the prestigious 14th World Congress of Endoscopic Surgery in Paris in 2014, where he first presented the findings of his study. LiVac has since been registered as a medical device with the Australian Therapeutic Goods Administration with an indication for use during laparoscopic surgery and procedures where retraction of the liver is necessary to provide a clear visual field for access.
- Studies by a nursing caregiver at St John of God Murdoch Hospital, as part of her PhD, resulted in the copyright Murdoch Bowel Protocol® being implemented in the hospital and throughout St John of God Health Care hospitals. This new post-operative protocol is particularly beneficial in the recovery of hip and total knee replacement patients.

Nursing and midwifery research

Our Australian Catholic University nursing research team and caregivers from St John of God Ballarat and Geelong Hospitals submitted an abstract that has been accepted to the Joanna Briggs Institute 20th Anniversary Conference 'Better evidence better outcomes'.

Our paper reports on the introduction of 'rounding' as a nurse-initiated intervention to improve health outcomes for patients. Rounding' is a systematic evidence based nurse initiated and led approach to care to improve communication between members of nursing teams about patients and promote vigilance related to their health status and exposure to potential risk.

A research symposium was held at St John of God Ballarat Hospital to celebrate International Nurses Day. Partner organisations involved were the hospital, Australian Catholic University and Federation University.

Pastoral services

Our focus is a commitment to continuous quality improvement practice and research, which enables us to be leaders in the field of pastoral services. There are currently six research projects underway across the group.

Mental health

St John of God Burwood Hospital

St John of God Burwood Hospital retains a strong focus on perinatal mental health research and clinical excellence through its Perinatal Women's Mental Health Unit under Professor Marie-Paule Austin, Chair of Perinatal and Women's Health. In 2015/16 Professor Austin and her team co-authored six peer-reviewed publications.

Through a partnership with the University of Calgary, funded by the Canadian Institute of Health Research and the Women and Children's Health Research Institute, the Perinatal Women's Mental Health Unit is contributing to the development of an integrated perinatal mental health assessment and treatment program to support women build mental health resilience.

In partnership with NSW Health, the Perinatal Women's Mental Health Unit continues to lead the Perinatal Integrated Psychosocial Assessment project, which integrates an assessment of perinatal mental health risk with mental health referral prompts into the NSW-wide electronic obstetrics administrative data platform. The data collection phase at the pilot site will be completed in 2016/17, with potential for this alternative model of perinatal psychosocial care to subsequently be applied to St John of God Health Care obstetric services.

The Perinatal Women's Mental Health Unit will also partner with University of New South Wales in 2016/17 to examine the impact, acceptability and cost-effectiveness of routine psychosocial assessment and stepped care for families of infants with complex heart disease.

In addition, the Perinatal Women's Mental Health Unit is leading the national 'big data' perinatal project examining the impact of the 2009 federally-funded National Perinatal Depression Initiative.

St John of God Richmond Hospital

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

In late 2014 the initiative was joined by senior research fellows Dr David Berle and Dusan Hadzi-Pavlovic, based at St John of God Richmond Hospital and the Black Dog Institute respectively.

Since commencement, the Trauma and Mental Group have published 45 peer-reviewed research outputs, co-published new national guidelines for the management of post traumatic stress disorder among emergency service workers, and presented at 34 international and national conferences and symposia.

A focus of the group's research program has been a detailed investigation into the processes of change that occur for individuals attending the St John of God Richmond Hospital post traumatic stress disorder recovery program. Twice daily throughout the program, group members record their mood and responses to symptoms via a mobile phone app in order to provide detailed information from which program enhancements can be made. The findings of this study will inform other research translations initiated by the group, such as the inclusion of information relating to non fear related trauma and its role in maintaining post traumatic stress disorder.

In the past year, the team has been awarded more than \$1 million in funding from the Australian Research Council to progress research in the area of refugee adjustment following arrival in Australia. This complements a broader program of research into the nature of psychological trauma that ultimately aims to improve treatments and outcomes for individuals experiencing post traumatic stress disorder. The group has forged strong links with leading trauma researchers in Australia and jointly has been successful in generating \$3.1 million in new research funding since 2014.

Acute hospitals

St John of God Subiaco Hospital

Half of all research undertaken at St John of God Health Care is carried out at St John of God Subiaco Hospital, under Dr Nikolajs Zeps, Director of the Medical Research Network.

In 2015/16 St John of God Subiaco Hospital expanded its research into new areas including neurosurgery, orthopaedics, platform trials, urology, general surgery and respiratory medicine. An additional three part-time research appointments were made (Dr Ed Litton - intensive care, Professor Steve Webb - clinical trials and Professor Eli Gabbay - respiratory disease) with increased support for neurosurgery led by Professor Gabriel Lee and orthopaedics led by Mr Gavin Clark and Professor Allan Wang. More than 90 research articles were published in peer-reviewed journals, triple the amount in 2014/15.

Some highlights for the year were:

- Commenced the world's first study using the drug Onivyde, the Napoli 2 Study, for previously untreated frontline metastatic pancreatic cancer.
- Was the top recruiting hospital in Australia for anaesthesia and pain trials (Balanced and PADDAG).
- Undertook colorectal research with implications for potential treatment strategies combining chemoradiotherapy with immune-stimulating drugs (immunotherapies) that, when considered with some of our previous research, suggest important insights into the impact of chemotherapy and/or radiotherapy on anti-tumour immunity.
- Held the inaugural Western Australia inherited breast and ovarian cancer Information Day at Subiaco Hospital in conjunction with the Gynaecological Cancer Research Group, Genetics Services WA and Pink Hope. The event included presentations about the latest research, treatments and cancer risk-reduction options for women at high risk of breast and ovarian cancer, and provided an opportunity for people to meet others experiencing the same genetic condition and to receive up to date information from local experts.
- Conducted the first study that investigated referral rates of ovarian cancer patients for genetic counselling and testing in Australia. As a result of our research new systems have been implemented in Western Australia to maximise patient referrals. The study has also generated interest at a national level.
- Undertook a randomised trial called The Quiet Study to determine the feasibility of the overnight placement of ear plugs in addition to standard care, compared with standard care alone, to improve sleep hygiene in patients admitted to the Intensive Care Unit. The trial was devised locally, implemented and concluded entirely by St John of God Subiaco Hospital Intensive Care Unit researchers. The results will be critical to planning a definitive trial to try and improve sleep and recovery for patients admitted to the Intensive Care Unit.
- Participated in a state-wide, five year cohort study looking at the anaesthetic assessment, management and risk factors of bariatric surgical patients requiring post-operative intensive care support. Continuing a program of research led from the St John of God Subiaco Hospital Intensive Care Unit, Dr David Morgan and Dr KM Ho published a paper addressing the important area of anaesthetic assessment and management of bariatric surgical patients.

St John of God Murdoch Hospital

In 2015/16 St John of God Murdoch Hospital continued to expand its research capacity through its dedicated research hub. Caregivers submitted 17 articles in peer-reviewed health journals and presented 15 conference papers. St John of God Murdoch Hospital accounts for 20% of research across the organisation.

Some highlights for the year were:

- Dr Nikolajs Zeps was appointed St John of God Murdoch Hospital's Director of Research.
- The launch of the inaugural St John of God Murdoch Hospital Centre for Nursing and Midwifery Research Report, in collaboration with The University of Notre Dame, Fremantle.
- Participation in Women's Wellness After Cancer, a study funded by National Health and Medical Research Committee to assess the outcomes of a web-based health and wellbeing intervention after cancer treatment.
- Collaboration with Murdoch University, through the Cancer Nurses Resilience Study, to explore the way cancer and palliative care nurses cope with job stressors and effective ways to self care.
- Receiving the Babe Norman Research Grant of \$75,000 to continue research into falls outcomes after total hip and total knee replacement surgery.
- Professor Emergency Medicine, Prof Ian Rogers, and Director Emergency Medicine, Dr Paul Bailey, took on the roles of chief investigators for the EXACT trial, which received \$1.9 million in National Health and Medical Research Committee funding for a study into the benefits and harms of oxygen administration after cardiac arrest.

This year, as well as contributing to the body of arts and health research, we expanded our music program at St John of God Bendigo Hospital, offering music therapy to patients at the bedside and through weekly patient groups.

Arts and health research

One of our aims for this year was to contribute to the body of arts and health research.

St John of God Mt Lawley established the Creative Arts Project in the Ursula Frayne Mental Health Unit, in collaboration with Dr Christina Davies, School of Population Health University of Western Australia. An artist worked with patients during weekly art workshops for three months, producing positive results in the mood and outlook of patients about their recovery. The artist has been re-engaged to lead a team of volunteers with arts experience to expand the project across the hospital.

As part of our three year partnership with Musica Viva, the research phases of two new music residency projects have been completed:

- St John of God Burwood Hospital introduced *Singing with your Baby*, a weekly music program for women admitted to Burwood's specialist Mother and Baby Unit. Feedback from 24 women who completed short surveys before and after each session during the three-month pilot has been positive. Overall, the music sessions were considered to be an important part of the Mother and Baby Unit program and will continue, along with expansion of singing and song writing residencies, for other patient and caregiver groups.
- The Viva Voices singing and song writing project was established at St John of God Frankston Rehabilitation Hospital for inpatients and outpatients. Participants in the three-month pilot reported feeling happier and more positive as a result of the activities.

In the coming year, reports on all three research projects will be presented at conferences. In addition, new arts and research projects will be established.



EXCELLENCE IN EDUCATION AND TRAINING

Medical education and training

St John of God Health Care continues to provide the highest standards of training and education opportunities for medical students and doctors-in-training in metropolitan and regional locations as a fundamental contribution to a sustainable and highly skilled Australian medical workforce.

As part of this, we increased from 53 to 55 the number of specialist trainee registrars who access high quality training and education opportunities through the Specialist Training Program initiative introduced by the Federal Government.

St John of God Health Care participated in the program in collaboration with specialist medical colleges, State and Territory health departments, and public health services.

The organisation continued to partner with seven university medical schools across New South Wales, Victoria and Western Australia, with undergraduate training at our hospitals spanning a wide range of medical and surgical specialities, including obstetrics, paediatrics, psychiatry, anaesthetics, cardiology, pathology and emergency.

ST JOHN OF GOD HEALTH CARE CONTINUES TO PROVIDE THE HIGHEST STANDARDS OF TRAINING AND EDUCATION OPPORTUNITIES FOR MEDICAL STUDENTS AND DOCTORS-IN-TRAINING

Nursing and midwifery

Nurse Manager Program

The Nurse Manager Program aims to support our caregivers in achieving clinical excellence in what is a complex role in our organisation.

The curriculum emphasises participation, teamwork and practical application of theory. Using a coaching approach, in combination with face-to-face workshops, it is designed to energise nurse managers to drive a culture of high engagement and a focus that will assist leaders to become more efficient.

The program is now supported by The University of Notre Dame and all graduates are awarded a Graduate Certificate in Nursing Leadership and Management.

Twenty seven caregivers were accepted into the program this year. Caregivers who were not accepted were offered coaching and have the option of applying for next year's program.

During the year progress was made in providing nurse manager education in regional areas.

Paediatric Life Support Education

Since 2013, St John of God Health Care has run Paediatric Life Support training, a one day internationally accredited intermediate life support course focusing on the skills required to manage a critically ill or injured child in the first 10 minutes after presentation.

This year 240 caregivers completed the course, up from 180 the previous year.

The course aims to improve nurses' confidence in undertaking clinical assessments of paediatric patients, improved airway skills and resuscitation to improve patient outcomes.

Graduate nurse program

In 2015, St John of God Health Care launched the Pathways to Practice program, our first state-wide graduate nurse program in Western Australia, offering graduates the opportunity to rotate to different hospitals and across specialities.

Recruitment for Pathways to Practice is now managed through our Western Australian eRecruit system and St John of God Geraldton Hospital will officially join the program in 2017.

During the last 12 months we have had more than 1,000 registrations for further information on our graduate website. In our most recent recruitment drive in May 2016, a total of 575 applications were received for 38 positions.

Graduate registered nurse places

2012	2013	2014	2015	2016
117	104	129	126	116

Graduate enrolled nurse places

2012	2013	2014	2015	2016
70	35	69	66	73

Registered nurse student days

2011	2012	2013	2014	2015
25,672	26,375	27,773	26,137	36,366

Enrolled nurse student days

2011	2012	2013	2014	2015
6,592	7,885	7,701	9,293	8,403

Pastoral services education

St John of God Health Care makes a significant investment in ensuring our pastoral services respond to the needs of individuals and the communities we serve are of the highest standard.

As part of our focus on maintaining a sustainable resource of professionally competent practitioners to deliver pastoral services, we have Clinical Pastoral Education centres in Victoria and Western Australia.

To ensure a professionally competent pastoral workforce and to address succession planning we offer pastoral internships at St John of God Geelong and Murdoch Hospitals.



We provide learning opportunities for the future generation of health professionals at our hospitals, including doctors, nurses and allied health professionals.



PEOPLE

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**EVERY PERSON AT ST JOHN
OF GOD HEALTH CARE
MAKES A CONTRIBUTION
TO THE HEALTH AND
WELLBEING OF OUR
PATIENTS. INTEGRAL TO
A HEALTHY WORKPLACE
AND CULTURE IS THE
FORMATION, SATISFACTION,
SAFETY AND DEVELOPMENT
OF OUR PEOPLE**

PEOPLE

People from all beliefs are invited by St John of God Health Care to be part of a caring ministry.

We refer to our staff as caregivers because regardless of their role every person makes a contribution to the health and wellbeing of the people we serve.

Our aim is to continue the healing mission of Jesus Christ through services that promote life to the full. Because our organisation is growing and changing, we are taking steps to increase the education of all caregivers in relation to our Mission, Values and heritage, enhancing our culture of providing excellent, compassionate, Mission-inspired care.

Directors of Mission

Each division appoints Directors of Mission to help each caregiver find their own connection and passion for the organisation's Mission. The Directors of Mission help acknowledge and celebrate what is right within the organisation and harness the power of a strong community.

The year has been one of significant Mission discernment and achievement for St John of God Health Care. At the end of 2015, Jennifer Stratton retired as the Group Director Mission after 15 years of dedicated service. The Jennifer Stratton Scholarship has been established to recognise a frontline caregiver living the organisation's Vision, Mission and Values.

The Trustees took the opportunity to commission a review of our Mission Management Model, the first since 1999, to ensure that it accommodates the needs of the organisation over the next decade and delivers a world class model.

The extensive review process from July 2015 until March 2016 identified that the key elements of Mission management are: St John of God Health Care is primarily a ministry of the Catholic Church; the Mission is a particular expression of the Church's ministry of health care; and the Mission is the responsibility of every caregiver, from the Group Chief Executive Officer to frontline caregivers.

The review found that there was strong evidence of hope and optimism in the actions and efforts of Trustees, Board and operational leadership through all caregivers within the organisation, which is reinforced by commitment to the Mission management guiding principles.

A key outcome of the review will be the creation of a more dynamic process that will make all leaders equally responsible for the Mission to enhance organisational culture, selecting committed leaders with strong operational skills and defining roles and values. This will be reflected in the change of all Mission leadership titles to Directors Mission Integration.

Recognising that language influences culture, work has been done on strengthening the language of mission by Directors of Mission. This has resulted in the publication of a Catholic Health Australia booklet entitled 'Language at the Heart of Mission', providing leaders with a useful resource for appropriate Mission language, reflection and Formation activities.

Formation

St John of God Health Care offers formal and informal opportunities for Formation at every level of the organisation. In 2016 more than 3,500 caregivers participated in formal Formation programs such as Mission Mentoring, Maintaining Our Ethical Culture, Heritage Pilgrimage to Ireland and Spain and the Graduate Certificate in Catholic Leadership and Culture, while 1,931 caregivers participated in the Many Faces, One Story Formation training program.

In 2015 the organisation also facilitated its triennial Leadership Formation Conference titled 'Nurturing a Healing Presence'.

Cultural alignment

The first phase of the cultural alignment strategy for St John of God Midland Public and Private Hospitals was completed prior to the hospitals opening on 24 November 2015. This involved the planning, development and presentation of Orientation to Mission for about 1,200 new caregivers. The second phase provides for caregiver recognition, which includes Caregiver of the Month and Going Beyond Together awards.

Hawkesbury District Health Service developed and implemented a cultural alignment strategy prior to November 2015, when the hospital joined the St John of God Health Care group. The strategy included the formation of a Cultural Alignment Committee which evolved into the Mission Support and Culture Committee with strong representation from all departments.

Caregivers at
St John of God
Murdoch Hospital.



Workforce

Over the last 18 months, significant planning was invested in the attraction of a suitably skilled, competent and aligned workforce for St John of God Midland Public and Private Hospitals.

The outcome of this extensive planning was evident when, from day one, patients were cared for by our new workforce of about 1,300 caregivers.

Workforce planning and development continues to be an important focus.

In August 2015 the Workforce Strategic Plan 2015-2019 was adopted and linked to the organisation's strategic priorities and includes work around caregiver engagement, skill development, middle management competency and data analytics to assist decision making.

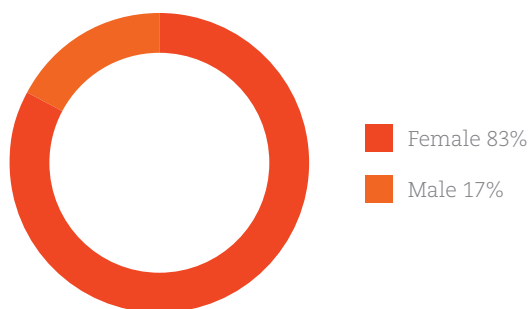
Workforce profile

St John of God Health Care employs 14,328 (9,301.21 full-time-equivalent) caregivers. There are 1,307 health professionals and medical officers employed by the organisation and 44.52% of caregivers are nurses.

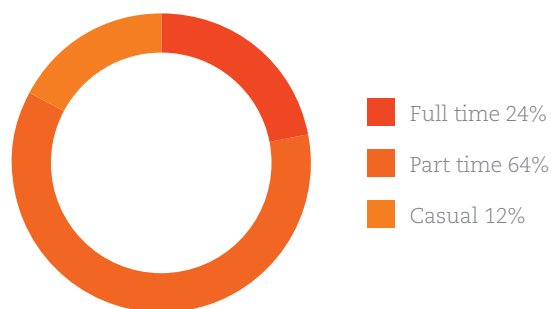
Workforce Numbers by Division

Division	WA	Vic	NSW	Timor-Leste	New Zealand	Total
Accord		356				356
Ballarat		847				847
Bendigo		595				595
Berwick		392				392
Bunbury	582					582
Burwood			216			216
Timor-Leste		2		12		14
Frankston		219				219
Geelong		996				996
Geraldton	171					171
Group Services	427	119	2			548
Hawkesbury			588			588
Health Choices	54	92				146
Midland	1,604					1,604
Mt Lawley	619					619
Murdoch	1,832		2			1,834
New Zealand					271	
Outreach	63	29	9			101
Pathology	587	733				1,320
Pine Lodge		172				172
Richmond			208			208
Subiaco	2,331					2,331
Warrnambool		198				198
Total	8,270	4,750	1,025	12	271	14,328

Workforce gender profile



Providing flexible work options through part-time work



Caregiver satisfaction

St John of God Health Care continues to place a strong focus on caregiver engagement and it measures this utilising the results of a confidential survey conducted by external surveyor Press Ganey.

In addition to benchmarking the organisation with peer hospitals in the public and private sector, the organisation has also set its own minimum standards around caregiver engagement to ensure that all our caregivers can work in any part of the organisation and enjoy the benefits of working in a highly engaged environment.

An organisation-wide survey conducted in 2015 resulted in significant progress in this area. A number of initiatives were instigated for business units that achieved a score below our own acceptable benchmarks. This included mentoring and coaching managers and teams, leadership development and the sharing of 'shining examples' across the group.

A follow up pulse survey in 2016 was conducted to assess progress. Of those surveyed, 78.57% improved their engagement score. The results of the survey and the comments shared by caregivers showed that the initiatives and focus had significantly improved performance in caregiver engagement.

Parental leave

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

During this year 589 caregivers took parental leave and 48% due to return to work returned to a combination of full-time, part-time and casual roles.

Equal opportunity

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

Harmonious environment

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

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

Disability Access and Inclusion

St John of God Health Care has continued to increase its capacity to engage patients or family members with disability. The Disability Access and Inclusion Plan ensures that those registered with a disability employment service have access to an interview should they meet the inherent requirements of the role.

The employment of people with disability continues to be a growing feature of the organisation's recruitment and selection processes. In 2016 we received 131 applications from people registered with a disability employment service, interviewed 58 and employed 14. There are 58 caregivers registered with disability employment services since July 2013 employed by the organisation. The new collaboration agreement strategy to be rolled out in the coming year should see this number increase.

Our Murdoch and Bendigo hospitals established collaboration agreements with their local disability employment services, which is creating deeper partnerships for the organisation and relationships between managers in the hospitals and the disability consultants. This assists with prospective employment and supports caregivers who require additional support.

Local partnerships open doors to employment

Creating increased employment opportunities for people with disability is now a well-established practice at St John of God Bendigo Hospital.

Establishing a strong partnership with their local Disability Employment Services has enabled the hospital to access high quality applicants who meet the inherent requirements of vacant positions. Through these partnerships, the hospital has successfully employed eight caregivers.

One of those eight is David Murnane, who joined St John of God Bendigo Hospital through Western District Employment Access as a caregiver on an initial six-month contract. Two years on and David continues to be an integral part of the hospital, excelling within his role. A contributing factor to his success is the understanding, support and positive attitude from the hospital caregivers who work alongside him as his team members.

St John of God Bendigo Hospital Director of Mission, Denis Byrne, said it has been a joy to see David's growth throughout his tenure at the hospital. David is a passionate and enthusiastic caregiver who brings unique qualities and talents to his role. Initially shy, David is now a cheerful and confident colleague whose professionalism and commitment to the work has gone from strength to strength.

David was recently invited to speak at the Bendigo Adelaide Bank Community Forum, where he spoke to more than 80 people about his transition into the workforce and his positive experiences at St John of God Bendigo Hospital.

David's message to people in similar circumstances to him is to not give up on finding the right and good employers who are open to giving people with disability an equal employment opportunity.

St John of God Bendigo Hospital's partnership agreements with three Disability Employment Service providers have enabled employment opportunities to be tailored to meet the needs of both the job seeker and the hospital. Recruitment and management now appreciate that recruiting to excellence can include people with disability.



David working hard in the Health Information Services Department at St John of God Bendigo Hospital.

Mental Health First Aid

To provide greater understanding and means of engaging with caregivers on the subject of mental illness, two new programs were introduced to divisions: Wellness at Work and Mental Health First Aid. Last year, St John of God Group Services and St John of God Pathology benefited from these new programs. Mental Health First Aid will be rolled out in four divisions next year.

Reconciliation Action Plan

In 2016 St John of God Health Care commenced work on a new stretch Reconciliation Action Plan that will focus on tested strategies and programs and set clear and measurable targets to deepen its impact.

The Indigenous Internship Program delivered in partnership with CareerTrackers is in its second year and continues to support Indigenous students to stay in university and gain real work experience. It is improving their confidence and skills, and enhancing their employment outcomes. In the past year the number of interns has increased from eight to 12.

The CareerTrackers partnership is a critical component of St John of God Health Care's Reconciliation Action Plan. The outcomes of the partnership include a greater appreciation of the contribution Indigenous people can make within the health care sector and how this may contribute to closing the gap in Indigenous health outcomes.

Employee benefits

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

Employee relations

The acquisition of St John of God Mt Lawley Hospital and Hawkesbury District Health Service, and the opening of St John of God Midland Public and Private Hospitals, has led to a more complex industrial environment. The industrial relations function embraced excellent relationships with key unions in Hawkesbury and Midland to ensure the smooth transition of services.

New enterprise agreements were negotiated and overwhelmingly endorsed by ballots during the year.

The Victorian pathology enterprise agreement was successfully concluded and negotiations for a new one year Western Australia pathology agreement were concluded concurrently with the announcement of the sale of St John of God Pathology to Clinical Labs.

Negotiations for agreements in other hospitals and areas across the organisation are underway or about to commence in the new financial year.

The industrial relations service played an increasing part in delivery of Crucial Conversations training, which helps caregivers understand the need for effective communication in difficult people management situations, with plans to extend advice to managers and supervisors.

Occupational health, safety and wellness

The inaugural Occupational Health and Safety Strategy 2011-2015 was concluded and positioned the group well for the next stage of our health and safety journey. In 2015, the St John of God Health Care Board presented a call to action to lift the profile of occupational health and safety, culminating in the design and development of the Good to Great Occupational Health and Safety Strategy.

The Occupational Health and Safety Strategy 2011-2015 was based on strengthening our occupational health and safety management system, enhancing safety culture, targeting key injury areas, injury management and workplace wellness.

As part of the Good to Great journey, a challenge has been set for all leadership teams to demonstrate a connected, positive and proactive commitment toward health and safety. Key activities include divisional chief executive officers personally connecting with caregivers who have been injured at work and leadership involvement in safety committees.

Occupational health and safety is now the first agenda item at each Board meeting and the Group Management Committee review occupational health and safety performance at every meeting.

Significant investment in equipment and methodology for addressing risks associated with patient and other manual handling tasks has been undertaken by all our facilities.

We are seeing emerging trends regarding incidences of violence and aggression by patients within our facilities and have initiated an organisation-wide review to manage this.

Our progressive approach to injury management has reduced workers' compensation costs in New South Wales, Victoria and Western Australia. Prevention of caregiver injury remains our primary focus and continues to be a driving emphasis.

We have commenced reviewing our approach to how we manage our manual tasks and the risks associated with these. This will assist us in the year ahead as we refresh our manual handling and patient handling approach.

The Root Cause Analysis Forum, established in December 2015, enables a group of caregivers to meet each quarter to present their investigations, findings and recommendations. These are then shared across the organisation for learning, prevention and more effective risk management.

Monitoring performance

St John of God Health Care is planning to adopt more contemporary occupational health and safety performance reporting to expand on the proactive safety management and leadership activities that will assist in our journey of improvement. A new incident management system will provide greater insight and understanding of key risk areas.

Lead indicators

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

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

Lead Indicator	2012 /2013	2013 /2014	2014 /2015	2015 /2016	Change from prior year
Workplace hazard inspections completed	1,331	1,364	1,614	1,860	▲ 15%
Workplace hazards reported	1,633	1,667	2,526	2,864	▲ 13%
Manual handling risk assessments completed	578	634	549	430	▼ 22%
Non-manual handling risk assessments completed	428	435	614	337	▼ 45%

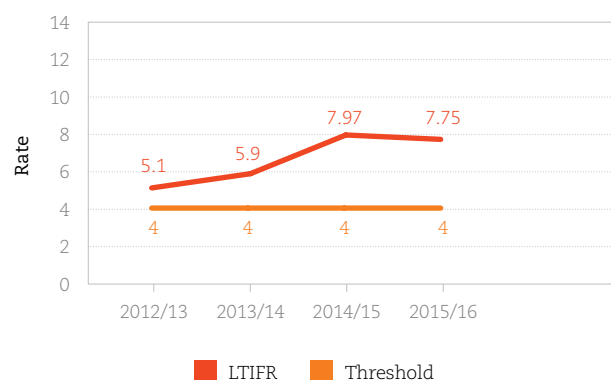
This year the number of hazard reports and hazard inspections completed increased while the number of manual handling risk assessments completed decreased. In 2015/16 a target was set to increase hazard reporting by 100% and this year saw a 13% increase from last year, and 72% increase from 2013/14.

As part of our Good to Great strategy we are revisiting our lead indicators to include leadership safety behaviours of divisional chief executive officers, including them meeting with injured caregivers, attending occupational health and safety committee meetings and doing monthly rounding.

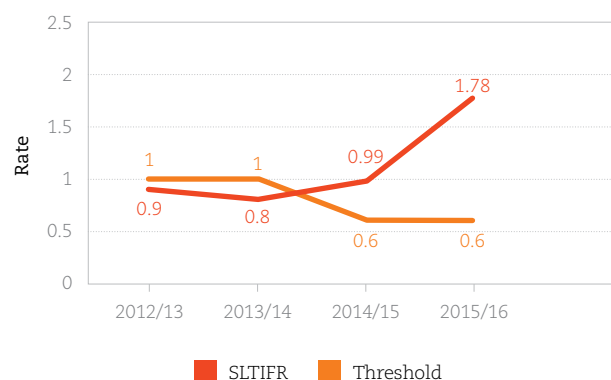
Lost time injury frequency rates

Lost time injury frequency rates are an indicator of our performance in ensuring a safe and healthy working environment for caregivers. Lost time injuries are those requiring one day or more off work and serious lost time injuries are those requiring 10 or more days off work and are subject to an accepted worker's compensation claim.

Lost time injury frequency rate



Serious lost time injury frequency rate



Overall, lost time injury frequency rates dropped from 7.97 in 2014/15 to 7.75 in 2015/16. Several of our hospitals had zero lost time injuries and 11 of our hospitals improved their performance during the year.

Despite this result, serious lost time injury frequency rates increased from 0.99 in 2014/15 to 1.78 in 2015/16. This was largely due to the acquisition of Hawkesbury District Health Service and the opening of St John of God Midland Public and Private Hospitals, two of these public hospitals, which pose unique challenges to the management of occupational health and safety.

We remain committed to early intervention and supporting injured caregivers so we can offer the right support at the right time to enable caregivers to return to work sooner.

Workplace wellness

St John of God Health Care has a well-established organisational approach to workplace wellness. Our focus is on ensuring our caregivers care for themselves as they care for others. The health and wellbeing of our caregivers remains a key focus in our ongoing health, safety and wellness ambitions.

Examples of our wellbeing program included a photo competition titled 'What does wellbeing means to me?', the Team Step challenge, which built healthy competition across the organisation as well as generating some increased exercise, and the publication of the St John of God Health Care Live Well, Work Well, e-Cookbook containing a selection of healthy food choice recipes submitted by caregivers from across the organisation.

Learning and development

At St John of God Health Care we are focused on creating a meaningful and innovative learning experience for our caregivers that meets their expectations for career and personal development and reinforces the organisation's Vision, Mission and Values.

In 2016 a review into our learning and organisational development program was instigated to ensure that it meets the future needs of the organisation.

The outcomes will include a better understanding of how learning and organisational development is currently delivered, benchmarking of current service delivery against best practice, identifying the optimum delivery model and the integration of services with the Mission function.



Caregivers practice using a patient hoist, an important tool that helps reduce the risk of injury to caregivers.

Leadership and management development

Development of our leaders and managers is a key priority in creating a strong culture committed to our Mission and Vision and, as part of this, existing programs are being refined and new programs developed to provide the most appropriate training and development.

During the year, five managers completed the Australian Institute of Company Directors (AICD) course, and one person completed the Signature program and three caregivers the Rising Stars program with Leadership WA. Leadership WA brings together leaders from the corporate, not-for-profit and government sectors to inspire and enhance exemplary leadership.

Diploma of Leadership and Management

The Diploma of Leadership and Management program has been nationally upgraded, with the number of units increased from eight to 12, giving the Group Learning and Development Team the challenge to review and develop the existing units to meet the organisation's strategic direction.

An example of a perfect fit with our Mission and Values is the Develop and Implement Corporate Social Responsibility unit which, in part, requires participants to undertake a self-directed volunteer/immersion experience, after which they present their reflections. The experiential learning has the added value of the participant giving of themselves to the community, thereby allowing themselves to grow as a leader.

Taking the Coaching Approach

During the year, 54 caregivers (28 in Western Australia and 26 in the eastern states) participated in the Taking the Coaching Approach program that has proved very successful for team leaders, managers, and staff development nurses assisting graduates.

Participants learn basic coaching skills, which they practice through the program, and are provided with confidential one-to-one coaching. Results show improvements in 71% of participants in team collaboration and 57% in team engagement.

Professional and technical development

Reflective practice and professional development are a fundamental part of each caregiver's role. It is the responsibility of caregivers to maintain their competence and expertise through ongoing education and annual assessment of their skills and knowledge.

Learning Management System

The number of caregivers participating in electronic learning opportunities increased this year as new hospitals joined the organisation and Visiting Medical Officers started to utilise the system. St John of God Health Care now has 834 training programs and 8,421 training events registered in MyLearning. There are currently 111 active online courses.

Sisters of St John of God Fellowship

The Sisters of St John of God Fellowship provides caregivers the opportunity to undertake study external to St John of God Health Care that is personally and professionally valuable and enriches the organisation. This year, 208 caregivers received fellowships to the value of \$486,557.

WE ARE FOCUSED ON CREATING A MEANINGFUL AND INNOVATIVE LEARNING EXPERIENCE FOR OUR CAREGIVERS THAT MEETS THEIR EXPECTATIONS FOR CAREER AND PERSONAL DEVELOPMENT



Nursing student, Jared McCulloch, who is completing a clinical placement at St John of God Geelong Hospital.



COMMUNITY

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**BEING A VALUED MEMBER
OF THE COMMUNITY IS
CRITICAL TO ACHIEVING
OUR VISION. WE PURSUE
DEEPER PARTNERSHIPS
WITH OUR LOCAL
COMMUNITIES, PROVIDING
SERVICES AND SUPPORT TO
THOSE WHO NEED IT MOST**

COMMUNITY

We have been part of the fabric of life within our community from the time our founding Sisters of St John of God arrived from Ireland in the late nineteenth century.

Just as the Sisters brought compassion and support to the vulnerable and marginalised within the cities and towns around Australia, our people today are reaching out to provide help in dealing with the new challenges of a modern, rapidly changing world.

We remain as committed as the Sisters to strengthening relationships with our communities and extending our ministry to provide hope and dignity.

Our community relations framework provides the structure to reach into communities in a meaningful way, but it is our people and their passion and commitment to the Values of St John of God Health Care that brings this to life and makes the difference.

By pursuing a deeper partnering with community groups we can continue to deliver on our commitment to the highest quality of health care.

Social justice

During the past 12 months our social justice agenda took a strong advocacy position in addressing the inequity people with disability face in securing employment. It is hoped that by influencing public policy and supporting organisations to develop new systems we can increase the opportunities for employment through better recruitment and selection processes.

St John of God Health Care made a formal submission to the Australian Human Rights Commission nationwide inquiry: Willing to Work: National Inquiry into Employment Discrimination Against Older Australians and Australians with Disability.

St John of God Health Care contributed to the final report from the enquiry with a case study and synopsis of our recruitment and selection process, which invites applicants registered with a disability employment services provider to job interviews.

The commission is publishing a good practice guide for Australian employers with recommendations to employers and examples of existing good practice, including the St John of God Health Care case study.

St John of God Bendigo Hospital has established a 12-month partnership with four other Bendigo-based organisations to develop and extend purposeful inclusion of people with disability into their respective work places.

The partnership will host a community forum focused on Bendigo businesses becoming more disability confident.

A review of how patients with severe or profound disability experience care in St John of God Health Care's acute hospitals also seeks to improve the capacity of our hospitals to meet the needs of patients in this group. The results of an online survey of clinical teams and patients have provided a platform for better directing future activity in this area.

A team of clinical representatives from all acute hospitals has been selected and project objectives established. Disability-specific educational tools and resource packs for clinical caregivers are being developed. A key focus will be establishing strong links with disability peak bodies to ensure our efforts are appropriately directed and intentioned for optimal care and management.

Reconciliation

St John of God Burwood Hospital, in partnership with Waminda Health Corporation, established a \$50,000 five-year funding project to bring five central Australia Elders, interpreters and community leaders to south coast women's gatherings and cultural festivals. Waminda will provide annual cross-cultural training at Burwood Hospital.

At St John of God Warrnambool Hospital, mental health caregivers supported 60 patients during visits to Hamilton and Heywood each week to provide individual and group support to clients experiencing a range of emotional wellbeing issues. Three caregivers were invited by the community to participate in their Close the Gap ceremony.

SINCE OUR SOCIAL OUTREACH PROGRAM BEGAN IN 2002, WE HAVE DEDICATED \$162 MILLION TO HELPING PEOPLE IN NEED. THIS IS FUNDED BY OUR COMMITMENT TO GIVE 2% OF ANNUAL ELIGIBLE REVENUE TO SOCIAL JUSTICE INITIATIVES

At St John of God Midland Public and Private Hospitals a referral process was established with Derbarl Yerrigan Health Service's Midland clinic to support the admission and discharge planning processes for Aboriginal and Torres Strait Islander patients. Caregivers involved in maintaining these processes included the Aboriginal Engagement and Cultural Advisor and the discharge planning team.

St John of God Health Care is committed to embedding supplier diversity into our supply chain. We have purchased approximately \$500,000 worth of goods from an Indigenous business in 2015/16, and this partnership is expected to continue in 2016/17.

We have recently joined Supply Nation which is a directory of Indigenous businesses, and it is expected that we will further increase our supplier diversity over the coming year.

Social Outreach

Our social outreach services aim to improve the health and wellbeing of disadvantaged people within our communities, with a focus on areas of unmet need.

By concentrating on the underlying causes of disadvantage, our outreach services aim to reduce the impact that underlying causes of disadvantage such as stigma, prejudice, powerlessness, poverty, disability and marginalisation can have on people's ability to live 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 improves their ability to better manage their own health and wellbeing in a more sustainable manner.

Intervention in the early stages of a developing health or wellbeing concern, or at a key developmental stage in a person's life, can minimise an issue before it becomes chronic.

Since our Social Outreach program began in 2002, we have dedicated \$162 million to helping people in need. This is funded by our commitment to give 2% of annual eligible revenue to social justice initiatives, with further contributions coming from government and other external partners.

Community responsibility

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

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

Patient concessions

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

Social Justice expenditure

	Expenditure \$		SJGHC Contribution \$	
	2014/15	2015/16	2014/15	2015/16
Social Outreach	65,324,189	59,475,312	24,346,619	19,216,520
Community Responsibility	904,365	1,677,134	890,619	1,618,815
Patient Concessions	323,154	314,098	323,154	314,098
Caregivers Facing Hardship	59,041	65,243	59,041	65,243
Total	66,610,748	61,531,787	25,619,433	21,214,676

Cultural conversations strengthen ties at Midland

St John of God Health Care is strengthening relationships with Aboriginal and Torres Strait Islander people by building a culture of respect through its Reconciliation Action Plan.

This plan focuses strongly on cultural awareness training for caregivers, increasing opportunities for Aboriginal and Torres Strait Islander people and closing the life expectancy gap between Indigenous and non-Indigenous people.

Each hospital has its own actions under the Reconciliation Action Plan, which provides a formalised framework that documents the hospital's commitment to contribute to reconciliation in Australia.

Kerri Colegate, Aboriginal Engagement and Cultural Advisor at St John of God Midland Public Hospital, said her hospital supports not only the patient, but also the family members of the patient and the hospital's caregivers.

Cultural competency workshops take place at St John of God Midland Public Hospital to provide education to all

staff on the importance of culturally appropriate care for Aboriginal patients accessing the hospital, and to ensure effective inclusion and engagement with family members.

'Cultural Conversations' have become a big part of the training, giving caregivers the opportunity to reflect with Kerri and her team on their daily interactions with Aboriginal and Torres Strait Islander people in the hospital, and how they can learn from each experience.

Kerri said St John of God Midland Public Hospital focuses not only on bettering the patient's experience in the hospital, but also on following through to their outpatient treatment. Kerri and the Aboriginal Engagement Team are strengthening relationships with local Aboriginal communities to ensure that the discharge planning for the patient runs smoothly, providing access to medical support when needed.

Kerri also works closely with the Human Resources department, providing advice and guidance when hiring Indigenous staff and mentoring them to help with a smooth transition into the workplace.

Kerri is pleased with how the hospital is progressing with reconciliation and how caregivers are embracing the support and advice from the Aboriginal Engagement Team.



One of the many responsibilities of Aboriginal Engagement and Cultural Advisor, Kerri Colegate (right), and her team is educating caregivers on the importance of culturally appropriate care for Aboriginal patients.

Caregivers facing hardship

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

Caregiver participation

Our caregivers are encouraged to participate in social justice activities through fundraising and volunteering. Caregivers can apply for community support leave of four hours a month or one week a year to match equivalent personal leave to volunteer to help organisations addressing disadvantage.

During this year, 31 caregivers used 1,264 hours of community support leave and contributed their time, skills and experience to local and international community programs.

Our Workplace Giving Program enables caregivers to donate to charities via our payroll system. Our caregivers donated \$47,520 during 2015/16 with major beneficiaries being St John of God Social Outreach, St John of God Foundation and World Vision.

Environment

Our need to be sustainable is intrinsically linked to our Catholic heritage. There are multiple examples in Catholic writings, including in 2009 when Pope Benedict in his papal document *Caritas in Veritate* (Charity in Truth) wrote:

“The environment is God’s gift to everyone, and in our use of it we have a responsibility toward the poor, toward future generations and toward humanity as a whole.”

In our guiding principles for mission in action, the St John of God Health Care Trustees note that if our Vision and Mission are realised the organisation will lead in responding to its environmental responsibilities.

Our divisions continued to implement initiatives to reduce our impact on the environment with the focus predominately being on reducing waste. Some successful recycling programs included cardboard and comingled, PVC (oxygen masks, tubes, IV packs etc.) and theatre plastics.

We continue to benefit from the Energy Efficient Light Replacement project which was rolled out from 2012 to 2015, resulting in the replacement of 32,353 light units with LED equivalents to reduce electricity consumption. This project has resulted in reducing our CO2 emissions by a staggering 2,775 tonnes per annum, equivalent to taking 1,114 cars off the road or the energy consumption of 231 houses.

Compliance

St John of God Health Care reported greenhouse gas emissions, energy consumption and energy production to the Commonwealth Government under the National Greenhouse and Energy Reporting Act of 2007 (NGER Act) for the sixth time in October 2015.

Key reportable emissions data 2014/15*:

- Energy consumption - 466 terajoules of energy
- Carbon emissions – 69,467 tonnes

*Final emissions data for 2015/16 is not yet available.

Environmental highlights 2015/16

- St John of God Bendigo Hospital installed new shade sails in the Atrium, reducing heating and cooling usage and costs, and introduced a new and more efficient boiler, significantly reducing energy usage and costs.
- St John of God Berwick Hospital created a new role, Waste Handler, to control waste in the hospital wards, and increased recycling by more than 100% from the previous year, recycling 3,300 litres a week in 2015/16 compared to 1,320 in 2014/15.
- St John of God Geelong Hospital reduced water usage in the hydrotherapy pool by 500 litres a day and introduced an ‘on demand’ beverage service which has seen a reduction in waste of 2,550 small milk containers, 2,275 sugar packets and 1,050 plastic teaspoons per week.
- St John of God Murdoch Hospital began recycling reverse osmosis waste water in the cooling towers, which saves an estimated 3 million litres of water per year.
- St John of God Halswell (New Zealand) completed conversion of the generator switch gear to return power to the grid. St John of God Karori reduced landfill by 45%.
- St John of God Richmond Hospital introduced the nationally recognised Eco Bin recycling boxes across the hospital. Since the introduction of the new recycling program, the hospital has reduced landfill by 310 cubic metres per year and recycled 43.5 cubic metres of paper and cardboard.

Heritage

The St John of God Health Care Heritage Collection is a permanent, non-profit collection established to acquire, conserve, research, communicate and exhibit our tangible and intangible heritage. By keeping alive the physical and cultural links with our past, we maintain and strengthen our collective memory and identity and provide a source of hospitality, healing and inspiration for ourselves and others.

A Heritage Collection Policy was introduced in 2014 to provide the framework for the establishment, care and use of the Heritage Collection.

The Heritage Collection will be representative of the complex and diverse heritage of St John of God Health Care, with items and stories reflecting the organisation's many divisions at different times in their development and providing insights into our Mission and Values over time.

We are in the early stages of developing the collection with a number of divisions having completed inventories of potential items. Significant progress has been made in researching and documenting the history of several divisions.

The Group Heritage Coordinator has shared important events and dates through our intranet and Facebook page, including an article on emergency preparedness in our Perth hospitals during World War II, focus on the Ballarat School of Nursing on International Nurses Day and St John of God Mt Lawley Hospital's midwifery history.

Arts and health

As a demonstration of our leadership in arts and health, we encouraged the formation of the WA Arts and Health Consortium, a collaboration between St John of God Health Care as a private health care group with public hospitals, health consumers, arts advocates and government departments.

The consortium's first project was to map and measure the current level of engagement, support and investment by Western Australian hospitals in arts and health activities, to determine how we can benefit from better use of the arts.

In line with our belief that the design of hospitals and facilities contributes to a welcoming, healing and stimulating environment, and is a critical aspect of our holistic care, architecture, landscape architecture, art and design were important considerations for all redevelopments and new hospitals including St John of God Accord and St John of God Bendigo, Berwick, Midland, Mt Lawley and Murdoch Hospitals.

St John of God Accord engaged a curator to choose works made by Accord artists to be displayed throughout the new Greensborough facility. Works of art have been commissioned for new entrances at St John of God Bunbury, Mt Lawley and Murdoch Hospitals, new clinical units at St John of God Ballarat Hospital and our Melbourne office.

At St John of God Warrnambool Hospital, students from five primary schools created pieces of art for the hospital's oncology garden, brightening the outlook for cancer patients.

The St John of God Health Care Art Collection, seen primarily throughout our Perth hospitals, has grown considerably through generous donations from arts patrons, works of art on loan and acquisition.

Gallery spaces have been created at St John of God Bunbury, Geelong, Geraldton, Midland, Mt Lawley, Murdoch and Subiaco Hospitals as well as at St John of God Accord, Hawkesbury District Health Service and our group office in order to present changing exhibitions.

Musical performances are more regularly offered in our hospitals in partnership with local schools and musicians. Further collaboration with schools will enable St John of God Health Care to provide more performance opportunities to students to support their confidence as performers.

St John of God Bendigo Hospital expanded its music program offering music therapy at the bedside and to patient groups as part of the clinical service as well as regular performances by the community choir.

Music therapy masters student placements were made in the oncology and maternity services at St John of God Subiaco Hospital.

In support of the literary arts, more volunteers are offering a book trolley to patients and often this interaction leads to reading to patients. Pastoral Services practitioners and creative arts therapists use writing to stimulate reflection and conversation.

Art-making studios are well established for clients at St John of God Accord, St John of God Murdoch Community Hospice and St John of God Richmond Hospital. Our psychiatric hospitals have expanded their art and music making and

creative arts therapies programs as an integral part of healing and recovery.

Patients waiting for surgery at St John of God Murdoch Hospital enjoyed the skills of three talented weavers as artists in residence, creating 'The Pomegranate Seed' in tapestry over a nine-month period.

Five community choirs at St John of God Ballarat, Bendigo, Geelong and Geraldton Hospitals and Perth sing in our hospitals. The Perth Community Choir continues its collaboration with the Spirit of the Streets Choir and performed at our Perth hospitals as well as part of a 200-strong choir ensemble during Sing for Health Week.

Young people who live in Horizon Houses are being exposed to arts experiences via our arts partnerships program.

Sponsorship

As an active community participant in the cities and suburbs, St John of God Health Care continues to partner with organisations that have similar aspirations and strategic goals. In 2015/16 we contributed \$1,152,871 to support a broad range of initiatives and organisations across a range of sectors.

This included our ongoing sponsorship of the WA Youth Jazz Orchestra, WA Youth Orchestras and Black Swan State Theatre along with a more recent partnership with Musica Viva.

We also sponsor the Black Swan Prize for Portraiture and have been a major sponsor of The Mandorla Art Award, Australia's most significant thematic Christian art prize, for more than a decade.

Awards and leadership programs

St John of God Health Care continued to support the Mental Health Employee of the Year Award, part of the Western Australian Mental Health Commission's Good Outcomes Awards and also the Improving Service Delivery category of the WA Health Excellence Awards.

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

We continued as sponsor of the Professions Award, part of Celebrate WA's Western Australian of the Year Awards, which recognises excellence and innovation and fosters strong, and inclusive communities.

Volunteers

Our volunteers play a vital role in the care we provide patients, their families and visitors. They generously give of their time and skill and are much-loved members of our hospital communities. Volunteers also give considerable time and effort to raise funds through hospital auxiliaries to purchase new medical equipment and services.

In 2015/16 we had 1,398 volunteers working with us to ensure our patients were as comfortable as possible in our care.

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



St John of God Foundation

St John of God Foundation was established in 1994 to support vital health, social welfare, community and pastoral care services in rural and urban Australia. The Foundation raises funds in response to the needs of people and communities that would otherwise not be met.

The Foundation has overseen a wide range of fundraising campaigns for more than 20 years, ranging from the development of major health care facilities to providing support for existing community services.

Additionally, the Foundation has a long-term commitment to homeless young individuals through St John of God Horizon House services and a continuing contribution to cancer and other medical research through St John of God Subiaco Hospital and St John of God Murdoch Hospital.

The Foundation seeks to continue the legacy of the Sisters in line with the present day Vision of St John of God Health Care.

St John of God Berwick Hospital in Victoria provides health care services to the Casey Cardinia community and surrounding areas. In recent years, the population in these areas has rapidly increased and is only set to grow. In response to the demands of the ever growing population, St John of God Foundation launched a capital fundraising campaign in September 2015 with a vision to raise \$5 million for the establishment of a Comprehensive Cancer and Cardiac Care Centre at St John of God Berwick Hospital.

This campaign is about ensuring people and their families in Berwick and surrounding communities will have close access to specialised cancer and cardiac services that will optimise their health and quality of life. As at 30 June 2016, \$2,296,244 had been pledged, making care closer to home a step closer to reality.

The Foundation's \$5 million capital fundraising campaign for the South West Coronary Care and Cancer Centre at St John of God Bunbury Hospital continues to grow and help provide outstanding and vital care to the community of the Western Australian South West. As at 30 June 2016, \$3,390,482 has been pledged. In 2015/16 the delivery of more than 3,000 cancer treatments and more than 500 cardiac procedures were made possible for patients in the South West.

St John of God Health Care has a strong and extended focus on conducting research to continue improving the care we provide, in particular assisting in the speed and comfort of patient recovery and to better the health of our communities.

In 2015/16 the Foundation was very successful in grant submissions and proposals for medical research and equipment. As at 30 June 2016, \$1,924,541 has been pledged toward medical research and equipment at St John of God Subiaco Hospital and St John of God Murdoch Hospital. The hospitals hope to expand research in all clinical specialty areas to reflect the changing needs of the population.

Donors	Research
Bendat Family Foundation	Lung Cancer and Respiratory Disease Fellowship
Jako Industries Pty Ltd	Breast Cancer Survivorship Clinic – trials to improve the long-term health of those who are affected by breast cancer
Theodore & Diane Kailis	TAVI trial, Incidence and severity of Paravalvular Aortic Regurgitation post Transcatheter Aortic Valve Replacement with the SAPIEN 3 Valve
The Rosemary Norman Foundation	Babe Norman Research Grant into Falls Study at St John of God Murdoch Hospital



The support of St John of God Foundation helps us deliver new or expanded services to our communities.

Fundraising events for the 2015/16 year included the Santos Great Bike Ride for Charity and the St John of God Foundation Annual Corporate Charity Golf Day which raised a combined total of \$134,057 for Horizon House Western Australia. An art exhibition auction and sale at the Royal Freshwater Bay Yacht Club and generous donation from Chris and Anthea Somas raised \$160,372 for Cooling Cap Systems to be purchased for the Bendat Family Comprehensive Cancer Centre and St John of God Murdoch Hospital Cancer Centre.

Through a range of fundraising campaigns in 2015/16, St John of God Foundation receipted a total of \$2,662,560.

The Foundation received a number of donations greater than \$10,000 in 2015/16 for specific projects, services and campaigns. Thank you to the following supporters:

- Michael & Irene Ajani
- Keith & Barbara Allen
- Robert & Dale Allen
- B & J Catalano
- Bendat Family Foundation
- Alan & Kylie Brierty
- Geoff & Jan Brown
- Bunbury Car Dealers
- Carcione Group of Companies
- Joseph & Carolyn Caruso
- City of Bunbury
- City of Busselton
- Collie Community Bank
- The Corcoris Group
- Don Moyes
- Donegal Nominees Pty Ltd
- ATF Rifci Family Trust
- Erceg Management Pty Ltd
- Favero Families
- Fini Group of Companies
- Harmon Family Trust
- HPS Pharmacies
- Iannello Family
- The Jack Family Charitable Trust
- Jako Industries Pty Ltd
- Theodore & Diane Kailis
- Jim Litis
- Lotterywest
- Arthur & Elizabeth Makin
- Charlie & Nan Martella
- David Massey
- McCusker Charitable Foundation
- Montague Family
- Nick Baldi Construction Pty Ltd
- The Rosemary Norman Foundation
- Dan & Dania Perkins
- Piacentini & Son Pty Ltd
- Rotary Club of Berwick
- Andrew Rethon
- Rural Press Regional Media
- The Russell Foundation
- Tom & Therese Schreurs
- Peter & Gwenda Shaw
- Shire of Augusta Margaret River
- Shire of Collie
- Chris & Anthea Somas
- Murray & Judith Stannard
- Stocker Preston Real Estate
- Vukelic Holdings
- Darrell & Sadhna Wilson



GOVERNANCE

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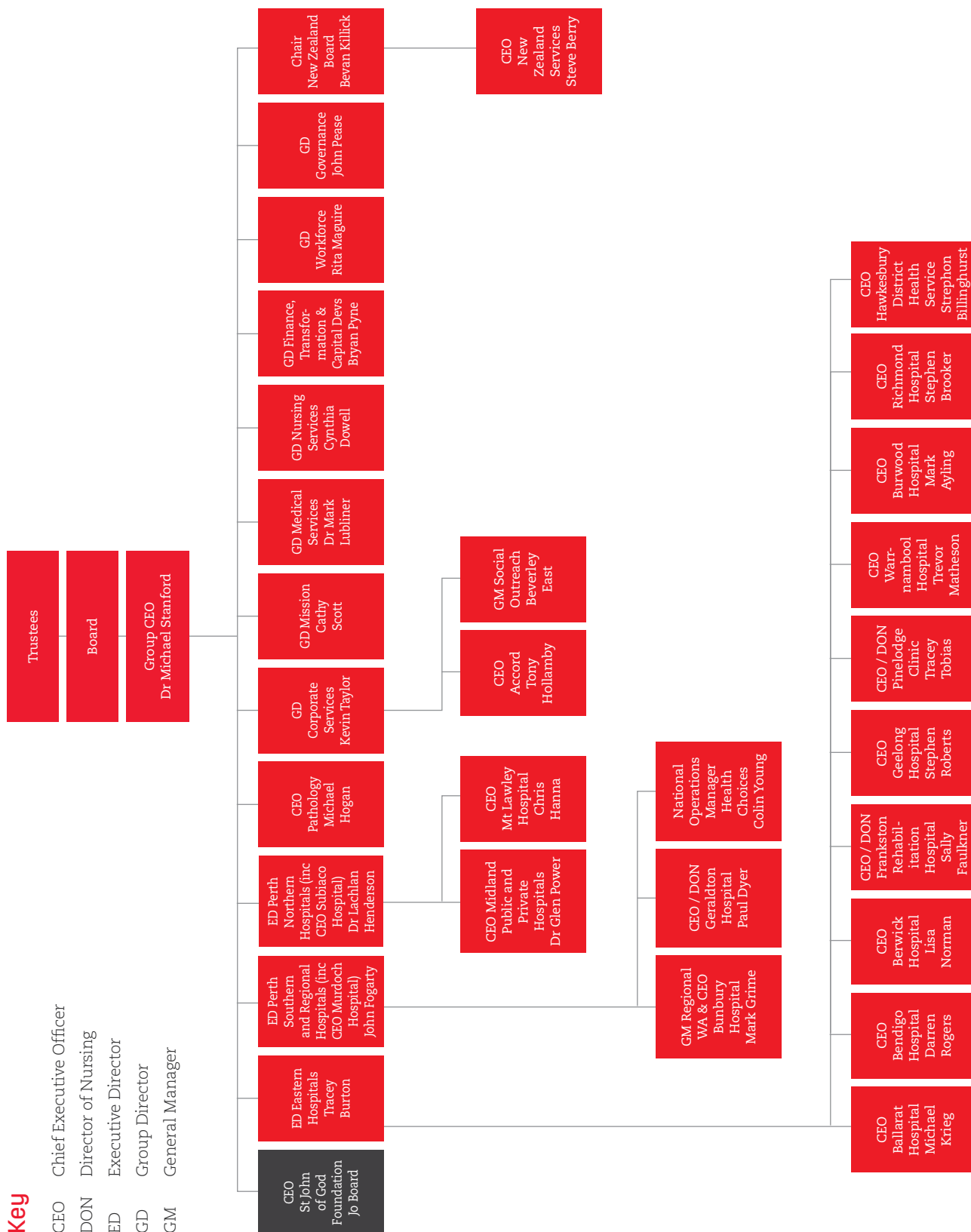
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**OUR GOVERNANCE
FRAMEWORK IS MODELLED
ON BEST PRACTICE AND
SETS HOW WE WORK TO
REALISE OUR VISION AND
FULFIL OUR MISSION**

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 are members of St John of God Australia Ltd and share sponsorship of the ministry with eight of the dioceses in which the group operates as well as the Hospitaller Order of St John of God. This collaboration ensures sound and continued governance and stewardship.

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

Trustees

The Trustees (p111-112) 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 1 October 2015. At the meeting, the Trustees received St John of God Health Care's 2014/15 Annual Report and its financial accounts for the year ended 30 June 2015. The Chair of the Board and the Group Chief Executive Officer provided an overview of the year and discussed plans for the 2015/16 year.

Board

The Board (p114-115) 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 nine Board meetings this financial year, Board members attended a Risk and Strategy Workshop in August 2015, a Board retreat in November 2015 and Formation workshops in July 2015 and April 2016.

Group Management Committee

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

The Group Chief Executive Officer convenes and chairs a Group Management Committee (p116-118) comprising senior executives who provide assistance and advice on operational matters. The committee meets six times a year in person for two days at a time, and participates in various other workshops as required.

Governance

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

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

Good principles of governance

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

Laying solid foundations for management and oversight

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

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

Structuring the Board to add value

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

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

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

Promoting ethical and responsible decision making

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

Safeguarding integrity in financial reporting

The Audit and Risk Committee has a key role in safeguarding the integrity of financial reporting. As with all Board committees, it has written terms of reference. Its membership comprises three non-executive Board members. In November 2015, Dr Julie Caldecott was appointed as the new Chair of the Audit and Risk Committee, replacing Tony Howarth.

In addition to external audit, a well-resourced and effective internal audit function operates and reports to the Audit and Risk Committee. The focus of internal audit is on the key risks faced by the organisation.

Recognising and managing risk

The Group Governance directorate is accountable for embedding and maturing the group's approach to enterprise risk management and compliance, as well as the internal audit function. In 2015/16, a new compliance and risk management framework was approved and laid the foundation for an integrated approach to managing compliance and risk across the group.

The Group Director Governance reports bimonthly to the Group Management Committee and quarterly to the Audit and Risk Committee on risk, compliance and audit matters and annually to the Board on the organisation's risk profile.

Ongoing assessment of the adequacy and effectiveness of risk management systems is also undertaken by the Board through its committees and various internal, external and regulatory agency reviews including the internal audit program.

The internal audit program operates in accordance with an internal audit charter and an annual internal audit plan. Areas of assurance are mapped against key risk areas as part of the annual internal audit planning process, ensuring targeted and effective reviews. Management responses to risk issues, and action plans to rectify identified or potential risks, are monitored to ensure effectiveness and appropriate implementation.

In addition, internal audits are undertaken in relation to specific areas of risk.

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

Remunerating fairly and responsibly

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

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

Board meetings and committees

Board meetings

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

Audit and Risk Committee

Chaired by Tony Howarth until October 2015 and then by Dr Julie Caldecott for the remainder of the year, the Audit and Risk Committee comprised four non-executive directors until March 2016, and then three non-executive directors for the remainder of the year, and assists the Board to fulfil its fiduciary and corporate governance responsibilities by: overseeing the integrity and quality of financial information presented to the Board; overseeing the scope and quality of internal and external audit functions; monitoring the identification and management of risks; and monitoring compliance with statutory responsibilities. Ernst & Young continued to act as the external auditor and the internal audit function was complemented by PwC and KPMG.

Finance and Investment Committee

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

Formation Committee

Chaired by Dr Tony Baker until December 2015 and then by Tony Howarth for the remainder of the year, the Formation Committee comprises four Board members (three non-executive directors and the Group Chief Executive Officer) and the Group Director Mission. The committee gives form and shape to Board members' understanding of St John of God Health Care as a ministry of the Catholic Church and also works to raise awareness of the lived expression of the Vision in the delivery of services.

Clinical Performance Committee

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

Remuneration Committee

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

BOARD ATTENDANCE

Board Attendance / Member	Board		Audit & Risk Committee		Finance & Investment Committee		Formation Committee		Clinical Performance Committee		Remuneration Committee	
	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended	Eligible to attend	Attended
Tony Howarth	9	9	2 Chair (for 2/4 meetings)	2	14 Chair (for 1/14 meetings)	12	2 Chair (for 2/4 meetings)	2			2 Chair	2
Mark Bahen	9	9			14	13	4	4			2	2
Dr Tony Baker (until 31 December 2015)	5	5					2 Chair (for 2/4 meetings)	2	2	1		
Dr Rosanna Capolingua	9	8	4	4								
Dr Julie Caldecott	9	8	4 Chair (for 2/4 meetings)	4					4 Chair	4		
Justin Carroll	9	9			14	13					2	2
Sr Linda Ferrington (until 3 April 2016)	8	8	3	3			4	4				
Hon Robert Knowles	9	7							4	4		
Dr Michael Levitt (appointed 1 January 2016)	4	3	2	1								
Peter Prendiville	9	9			14 Chair (for 13/14 meetings)	14						
Dr Michael Stanford	9	9			14	14	4	3	4	4		

TRUSTEES' BIOGRAPHIES

Ms Eva Skira

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

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

- Career in commerce and financial markets, gaining an MBA from the renowned IMD International in Switzerland.
- Executive positions at Commonwealth Bank and Barclays de Zoete Wedd, followed by consulting in business, project management and strategic advice.
- More than 20 years' experience as a Director on boards in business, government, education and the not-for-profit sectors.
- St John of God Health Care Board Member 1999-2008 and Deputy Chairperson 2008-2012.
- Current Chairman Water Corporation, Director Macmahon and RCR Tomlinson Ltd.

Rev Dr Joseph Parkinson

STL PhD

Deputy Chairman since January 2014 - Appointed October 2009

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

Mr Frank Cooper

AO B.Com (UWA)

Appointed January 2015

- Extensive business experience spanning more than 30 years and an outstanding record of community service.
- Member of the Senate of the University of Western Australia, Chair of its Strategic Resources Committee and a commissioner of the West Australian Football Commission.
- Current director of Woodside Petroleum Limited and South 32 Limited and Chairman of the Insurance Commission of Western Australia.
- Fellow of the Institute of Chartered Accountants in Australia and a Fellow of the Australian Institute of Company Directors.
- Awarded an Officer of the Order of Australia in 2014 and West Australian of the Year – Professions category in 2015.

Sr Anne Derwin RSJ

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

Appointed July 2015

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

Mrs Mary McComish

LLB (UWA), LLM (Lond)

Appointed July 2013

- Barrister in the Supreme Court of Western Australia.
- Associate Professor of Law at The University of Notre Dame for 10 years.
- Dean of Law at The University of Notre Dame from 2005 until her retirement in 2007.
- Director of Daydawn Advocacy Centre from 2013-2016, an initiative of the Catholic Church in the Archdiocese of Perth on behalf of indigenous people.

Mr John (Jack) Moore

MAICD

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 in financial/property governance for the Diocese of Sandhurst
- Board Member of Mercy Health and Aged Care in Victoria since 1996.
- Represented the Diocese of Sandhurst as Member of St John of God Australia Limited from October 2010 until 30 June 2013.
- Board Member of Mount Alvernia Hospital Bendigo (now St John of God Hospital Bendigo) from 1987-1996 and Chairman from 1990-1996.

Mr Mark Murphy

LLB (UWA), BJuris (UWA), FLWA

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, Member of the Law Society of WA, Member of the Australian Corporate Lawyers Association and an alumni of Leadership WA's Signature Leadership Program.

Mrs Therese Temby

AO BSc, Grad Dip Educ, Grad Dip ILS

Appointed October 2004

- Career began as a secondary school teacher in Western Australia, first in Government schools and then in the Catholic education system.
- Contributed to state and national educational organisations through board membership and committee participation.
- Former appointments include Director of Catholic Education WA from 1993-2003, Chair of the Curriculum Council of WA from 2004-2006 and Chair of the National Catholic Education Commission from 2008-2013.

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



BOARD BIOGRAPHIES

Mr Tony Howarth

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

Chairman since January 2004 – Appointed in May 2001

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

Mr Mark Bahen

LLB

Deputy Chairman since February 2012 – Appointed January 2008

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

Dr Julie Caldecott

MBBS, MBA

Appointed January 2015

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

Mr Justin Carroll

BCom, FCA

Appointed January 2015

- Managing Partner of PwC Australia's Perth office and has more than 25 years' experience in the provision of external audit, due diligence and advisory services.
- A Governor and Director of The University of Notre Dame Australia (UNDA) and chair of UNDA's Finance, Risk and Audit Committee.
- Fellow of the Institute of Chartered Accountants, a registered Company Auditor and holds a Bachelor of Commerce in Accounting and Finance from the University of Western Australia.

Assoc Prof Rosanna Capolingua

MB BS FAMA FAICD

Appointed January 2010

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



*Left to right:
Hon Robert Knowles,
Dr Michael Stanford, Dr
Julie Caldecott, Mr Peter
Prendiville, Mr Tony
Howarth, Mr Justin
Carroll, Assoc Prof
Rosanna Capolingua,
Mr Mark Bahen,
Dr Michael Levitt.*

Hon Robert Knowles

AO MAICD

Appointed November 2014

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

Dr Michael Levitt

MBBS FRACS

Appointed January 2016

- Member of clinical staff at St John of God Subiaco Hospital since 1990, including Director of Medical Services from 2005 until 2013.
- Long serving member of the St John of God Subiaco Hospital Medical Advisory Committee for 13 years, including four years as Chairman.
- Member of clinical staff at Sir Charles Gairdner Hospital where he held various senior roles from 1990-2005.
- Current Medical Co-Director at Osborne Park Hospital.

Mr Peter Prendiville

B.COM

Appointed May 2012

- Chairman of Prendiville Group, his family-owned and operated group of hotels which includes multi-award winning Sandalford Wines, Tradewinds Hotel, Pier 21 Resort, Norfolk Hotel in Fremantle, Karratha International Hotel, Mangrove Hotel, and the iconic Cottesloe Beach Hotel and Hotel Rottneest.
- Chairman of Tourism WA and actively involved in promoting Western Australia as a revitalised destination.
- A Trustee, Director and Deputy Chancellor of The University of Notre Dame Australia, and has been involved with the university since its inception.

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

GROUP MANAGEMENT COMMITTEE BIOGRAPHIES

Dr Michael Stanford

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

Group Chief Executive Officer – Appointed February 2002

- 30 years' experience in health care management – the last 21 years as Chief Executive Officer of large, complex, multi-campus health care organisations.
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Mrs Tracey Burton

BHA, MBA, GAICD

Executive Director Eastern Hospitals – Appointed October 2010

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

Ms Cynthia Dowell

BNurs, Prof Cert Health Systems Management

Group Director Nursing Services – Appointed January 2016

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

Mr John Fogarty

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

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

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

Mr Mark Grime

RN, BN, GAICD, Grad Cert LCC

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

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

Dr Lachlan Henderson

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

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

- More than 25 years' broad experience in health services as a general practitioner and in executive managerial roles including former CEO St John of God Pathology, Director of Medical Services St John of God Health Care and CEO Mount Hospital, Perth.
- Fellow of Leadership WA and winner of WA Business News '40 under 40' award.
- Chairman of Board of Western Australian Cricket Association (WACA), Director St John of God Foundation.



Left to right: Dr Mark Lubliner, Ms Cathy Scott, Mr Michael Krieg, Ms Rita Maguire, Mr John Fogarty, Mr Kevin Taylor, Dr Michael Stanford, Dr Lachlan Henderson, Mr John Pease, Mr Mark Grime, Mrs Tracey Burton, Mr Michael Hogan, Mr Bryan Pyne, Mr Stephen Roberts, Ms Cynthia Dowell.

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.
- Chartered Accountant for 30 years, of which 10 years was in private practice.
- Previous roles include General Manager St John of God Pathology, Victoria and Chief Executive Officer St John of God Bendigo Hospital.
- Board member of Geelong Community Care Chemists.
- Member of the Australian Institute of Company Directors.

Mr Michael Krieg

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

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

- Experienced hospital professional with 30 years' health care experience, the last 15 years as a CEO of both public and private hospitals.
- Previous roles include CEO of Calvary Health Care, Tasmania, Mildura Base Hospital and Knox Private Hospital.
- Board Member of Committee for Ballarat and Chair of Grampians Integrated Cancer Service.

Dr Mark Lubliner

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

Group Director Medical Services – Appointed July 2012

- Extensive international medical care and health management experience, including strategic planning and service redesign, clinical governance, and enterprise risk management at The Alfred, Cabrini Health and South East London Strategic Health Authority.
- Adjunct Associate Professor, Monash University.
- Fellow of the Williamson Community Leadership Program.
- Australian Medical Council and ACHS Surveyor and Member of Private Hospital Sector Committee for the Australian Commission on Safety and Quality in Health Care.

Ms Rita Maguire

GAICD

Group Director Workforce – Appointed November 2012

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

Mr John Pease

LLM (with distinction), FGIA

Group Director Governance – Appointed October 2014

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

Mr Bryan Pyne

BBus, FCA

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

- 23 years' experience in finance including more than 15 years with St John of God Health Care.
- Fellow of the Institute of Chartered Accountants.
- Recipient of the 2010 40 under 40 Award (WA).
- Member of The University of Notre Dame Finance Audit and Risk Committee.

Mr Stephen Roberts

BBus, BHA, MBA

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

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

Ms Cathy Scott

Med (Catholic Leadership), GradDipRelEd, BEd, GradCertStratOrgDevHRM

Acting Group Director Mission – Appointed July 2015

- Extensive leadership experience in Catholic education including as school principal and Parramatta Diocesan Director Religious Education.
- Currently Director of Mission St John of God Richmond Hospital and Regional Mission Coordinator St John of God Burwood, Frankston, Pinelodge, Berwick and Richmond Hospitals.
- Former Board Member Spiritual Care Australia.
- Extensive community work in Parishes and in the civic sector including establishment of partnerships with Indigenous organisations and disability employment services.

Mr Kevin Taylor

BSc, GAICD, Grad Cert CLC

Group Director Corporate Services – Appointed April 2008

- Management experience within the health care industry spanning more than 25 years.
- Previously Chief Executive Officer, St John of God Pathology.
- Externally recognised for his role in establishing nursing, pathology and rural health programs in Timor-Leste.
- Board member of Mosaic Community Care and Ngarluma Tharndu Karrungu Maya Ltd.

GLOSSARY

Accreditation

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

Acute care

Treatment of a sudden episode of illness or injury.

Arts and health

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

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

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

Australian Council on Healthcare Standards (ACHS)

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

Balanced scorecard

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

Board

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

Brothers of St John of God

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

Caregiver

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

Central Sterile Supply Department (CSSD)

A hospital department that sterilises medical equipment.

Client

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

Clinical care/clinical services

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

Clinical Pastoral Education Program

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

Clinical risk management

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

Collection centre

A centre offering pathology services.

Comprehensive Cancer Centre

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

Coronary Care Unit (CCU)

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

Critical/Intensive Care Unit (CCU/ICU)

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

Cultural Alignment Strategy

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

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.

Disability Employment Services (DES)

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

Discharge

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

Division

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

Eastern Region

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

Episode/occasion of service

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

EQuIPNational Program

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

Formation

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

Group

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

Holistic care

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

Hospital in the Home (HITH)

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

Inpatient

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

Intern

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

Memorandum of Understanding

A written agreement between two or more parties.

Mission Management Model

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

Multicentre studies

Research that takes place across more than one location.

National Association of Testing Authorities, Australia (NATA)

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

National Safety and Quality Health Service Standards (NSQHS Standards)

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

Not-for-profit or non-profit organisation

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

Outpatient

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

Overnight patient

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

Palliative care

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

Pastoral services

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

Pathology

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

Perinatal mental health

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

Perth Northern Hospitals

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

Perth Southern and Regional Hospitals

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

Press Ganey

An independent company that conducts benchmarked satisfaction surveys.

Procedure

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

Public Private Partnership (PPP)

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

Reconciliation Action Plan (RAP)

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

Registered Training Organisation

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

Registrar

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

Resident Medical Officer

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

Root cause analysis

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

Same day patient

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

Separation

The completion of an episode of care.

Service Ethos

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

Social justice

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

Social Outreach

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

Sisters of St John of God

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

Specialist Training Program

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

Stewardship

Effective and sustainable use of resources.

Sustainability

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

Team nursing model of care

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

Telehealth

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

Transformation

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

Trustees

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

Workforce planning

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

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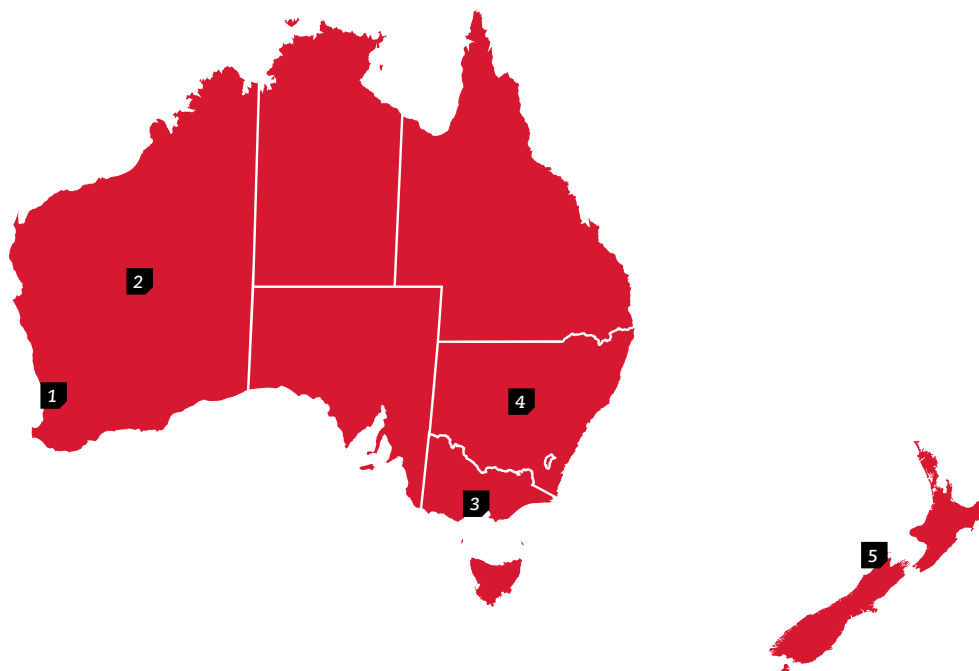
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NATIONAL

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PO Box 8032, Subiaco East, WA 6008
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Group Services

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Email info@sjog.org.au

2. WESTERN AUSTRALIA

Hospitals

St John of God Bunbury Hospital

Corner Robertson Drive &
Bussell Highway, Bunbury, WA 6230
PO Box 5007, Bunbury, WA 6231
Tel (08) 9722 1600
Fax (08) 9722 1650
Email info.bunbury@sjog.org.au

St John of God Geraldton Hospital

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

St John of God Midland Public and Private Hospitals

1 Clayton Street, Midland, WA 6056
PO Box 1254, Midland, WA 6936
Tel (08) 9462 4000 (public hospital)
Tel (08) 9462 4500 (private hospital)
Fax (08) 9462 4929
Email info.midland@sjog.org.au

St John of God Mt Lawley Hospital

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

St John of God Murdoch Hospital

100 Murdoch Drive, Murdoch, WA 6150
Tel (08) 9366 1111
Fax (08) 9366 1133
Email info.murdoch@sjog.org.au

St John of God Murdoch Community Hospice

Barry Marshall Parade, Murdoch, WA 6150
Tel (08) 9366 1111
Fax (08) 9366 1367
Email info.mch@sjog.org.au

St John of God Subiaco Hospital

12 Salvado Road, Subiaco, WA 6008
PO Box 14, Subiaco, WA 6904
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Pathology

St John of God Pathology

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PO Box 646, Wembley, WA 6913
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Social Outreach

Drug & Alcohol Withdrawal Network

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Fax (08) 9382 6725
Email dawn@sjog.org.au

Group Services

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Tel (08) 9429 3211
Fax (08) 9443 3456 *
Email socialoutreach@sjog.org.au

Raphael Services WA

192 Cambridge Street, Wembley, WA 6007
Tel 1800 524 484
Fax 1800 696 526
Email raphael@sjog.org.au

3. VICTORIA

Hospitals

St John of God Ballarat Hospital

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

St John of God Bendigo Hospital

133–145 Lily Street, Bendigo, Vic 3550
PO Box 478, Bendigo, Vic 3552
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Email info.bendigo@sjog.org.au

St John of God Berwick Hospital

Gibb Street, Berwick, Vic 3806
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Fax (03) 9707 4135
Email info.berwick@sjog.org.au

St John of God Frankston Rehabilitation Hospital

255–265 Cranbourne Road
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Email info.frankstonrehab@sjog.org.au

St John of God Geelong Hospital

80 Myers Street, Geelong, Vic 3220
PO Box 1016, Geelong, Vic 3220
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St John of God Pinelodge Clinic

1480 Heatherton Road
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St John of God Warrnambool Hospital

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Email info.pathvic@sjog.org.au

Social Outreach

St John of God Accord

108-130 Diamond Creek Road
Greensborough, Vic 3088
Tel 1300 00 2226
Fax (03) 8468 1162
Email Accord.CEO@sjog.org.au

Pomegranate House Community Psychology Service

103 Webster Street, Ballarat, Vic 3350
Tel (03) 5320 2260
Fax (03) 5331 8455
Email pomegranatehouse.ballarat@sjog.org.au

Raphael Services Ballarat

103 Drummond Street
North Ballarat, Vic 3250
Tel (03) 5320 2016
Fax (03) 5320 2018
Email raphael.ballarat@sjog.org.au

Raphael Services Berwick

57 Fairholme Boulevard
Berwick, Vic 3806
Tel (03) 9707 3988
Fax (03) 9707 0297
Email raphael.berwick@sjog.org.au

Raphael Services Bendigo

13 Helm Street, Kangaroo Flat, Vic 3555
Tel (03) 5447 0771
Fax: (03) 5447 1456
Email: raphael.bendigo@sjog.org.au

Raphael Services Geelong

Lower Level 265 Ryrie Street, Geelong, Vic 3220
Tel (03) 5221 7333
Fax (03) 5221 9766
Email raphael.geelong@sjog.org.au

4. NEW SOUTH WALES

Hospitals

Hawkesbury District Health Service

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

St John of God Burwood Hospital

13 Grantham Street, Burwood, NSW 2134
 PO Box 261, Burwood, NSW 1805
 Tel (02) 9715 9200
 Fax (02) 9747 5223
 Email info.burwood@sjog.org.au

St John of God Richmond Hospital

177 Grose Vale Road
 North Richmond, NSW 2754
 Locked Bag 2, Richmond, NSW 2753
 Tel (02) 4570 6100
 Fax (02) 4571 1552
 Email info.richmond@sjog.org.au

Social Outreach

Casa Venegas

PO Box 112, Enfield, NSW 2136
 Tel (02) 9715 9200
 Fax (02) 9747 5223
 Email casa.venegas@sjog.org.au

Raphael Services Blacktown

36-38 First Avenue, Blacktown, NSW 2148
 Tel (02) 9839 0900
 Fax (02) 9672 1318
 Email raphael.blacktown@sjog.org.au

5. NEW ZEALAND

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 Email enquiries.trust@sjog.org.nz

Health and Ability Services, Southern

St John of God Halswell

26 Nash Road, Halswell, Christchurch 8025
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Health and Ability Services, Northern

St John of God Karori

11 Messines Road, Karori, Wellington 6012
 Tel +64 4 464 2010
 Fax +64 4 476 0962
 Email enquiries.wellington@sjog.org.nz

Community, Youth and Child Services, Southern

St John of God Waipuna

349 Woodham Road, Linwood, Christchurch 8061
 PO Box 24127, Eastgate, Christchurch 8642
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 Email enquiries.waipuna@sjog.org.nz

* 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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