

Annual Report

2024 - 2025

December 2025

Prepared by Jenny Tait-Robertson
Director International Health



Table Of Contents

03 Introduction

05 Mission, Vision and Values

06 Statement of Commitments

07 IH Model and Stakeholder Support

08 Core Competency Program

09 Commitments 1 & 4

16 Commitment 2

19 Commitment 3

22 Events and Celebrations

22 Finance

26 Evaluation, ACFID

27 Year in Review

28 Contact us



Introduction

St John of God International Health (SJGIH) is pleased to provide you with our annual report for the period July 2024 to June 2025. The report outlines the activities and achievements of the Nursing Development Program (NDP) in Timor-Leste (TL) and is the final report for phase three of the NDP.

The ultimate goal of the NDP plan is:

“To improve patient care across Timor-Leste by strengthening the capacity of Timorese healthcare workers, with the primary focus at Timor-Leste’s national hospital, the Hospital Nacional Guido Valadares (HNGV)”.

For more information about our work in Timor-Leste, please visit our website at <https://www.sjog.org.au/about-us/community-services/international-health> or click **SJGHC International Health**

For more information about the work of St John of God Health Care (SJGHC), the 2025 Annual Report is available **here**.

The commitments and strategic actions of NDP are to:

1. Promote the professional standing of nurses and midwives in Timor-Leste to support the provision of excellent and compassionate patient care.
2. Support the Ministry of Health (MoH) to continue focusing on its directors and managers to develop their executive, management and leadership skills in leading the MoH vision towards excellence in patient care.
3. Support the development and implementation of hospital and patient care standards and provide tools to measure compliance.
4. Continue to support nurses and midwives to develop their clinical knowledge, skills, competence and confidence to achieve excellence in patient care.

Our leadership team



Jenny Tait-Robertson

Director



Dr. Lourenco Camnahas

Country Manager



Wendy Morey

*International Health
Program Advisor*



James Somerville

*Learning and
Development Programs
Manager*



Catarina Gutteres

*Finance and Operations
Manager*



Tahlia Guneratne

*Leadership and Quality
Programs Manager*

St John of God Health Care

Mission

To continue the healing mission of Jesus.

Vision

We are recognised for care that provides healing, hope and a greater sense of dignity, especially to those in need.

Values

Our core values reflect our heritage and guide our behaviours:

Hospitality

A welcoming openness, providing material and spiritual comfort to all.

Compassion

Feeling with others and striving to understand their lives, experiences, discomfort and suffering, with a willingness to reach out in solidarity.

Respect

Treasuring the unique dignity of every person and recognising the sacredness of all creation.

Justice

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

Excellence

Striving for excellence in the care and services we provide.

International Health Statement of Commitments

Our commitments



We are committed to addressing health disparities, and strengthening partnerships to identify and respond to those most in need. This includes respecting human rights and ensuring that everyone has a safe and positive experience in every program or project we facilitate. This commitment applies to our partners, contractors and volunteers.

Human rights & inclusion

We respect and promote human rights for everyone, ensuring inclusion for marginalised and vulnerable groups, regardless of race, religion, ethnicity, indigeneity, disability, age, displacement, caste, gender, gender identity, sexuality, sexual orientation, poverty, class or socioeconomic status.

Privacy

We respect everyone's right to privacy, ensuring personal and sensitive information is securely managed.

Safeguarding children, young people and adults at risk

We commit to creating the safest possible environment for children, young people, and adults at risk across our development activities. We commit to safeguarding through risk mitigation strategies and reporting procedures that are sensitive to children, young people and adults at risk.

Sexual exploitation, abuse and harassment

We focus on the rights and needs of survivors of sexual exploitation, abuse and harassment, prioritising prevention and protection.

Gender equality and equity

We are committed to equality, promoting fairness and respect for all gender identities.

People living with disabilities

We aim to raise awareness about the abilities and contributions of people with disabilities and promote inclusive activities.

Monitoring, evaluation and learning

We regularly assess and learn from our development programs to ensure effective outcomes.

Environmental sustainability

We support environmental sustainability and advocate for climate action, aiming to reduce our impact on the planet.

Collaboration and partnerships

We build transparent, fair and respectful partnerships and commit to locally led action whereby leadership and decision-making of local people is respected and strengthened.

Financial risk management

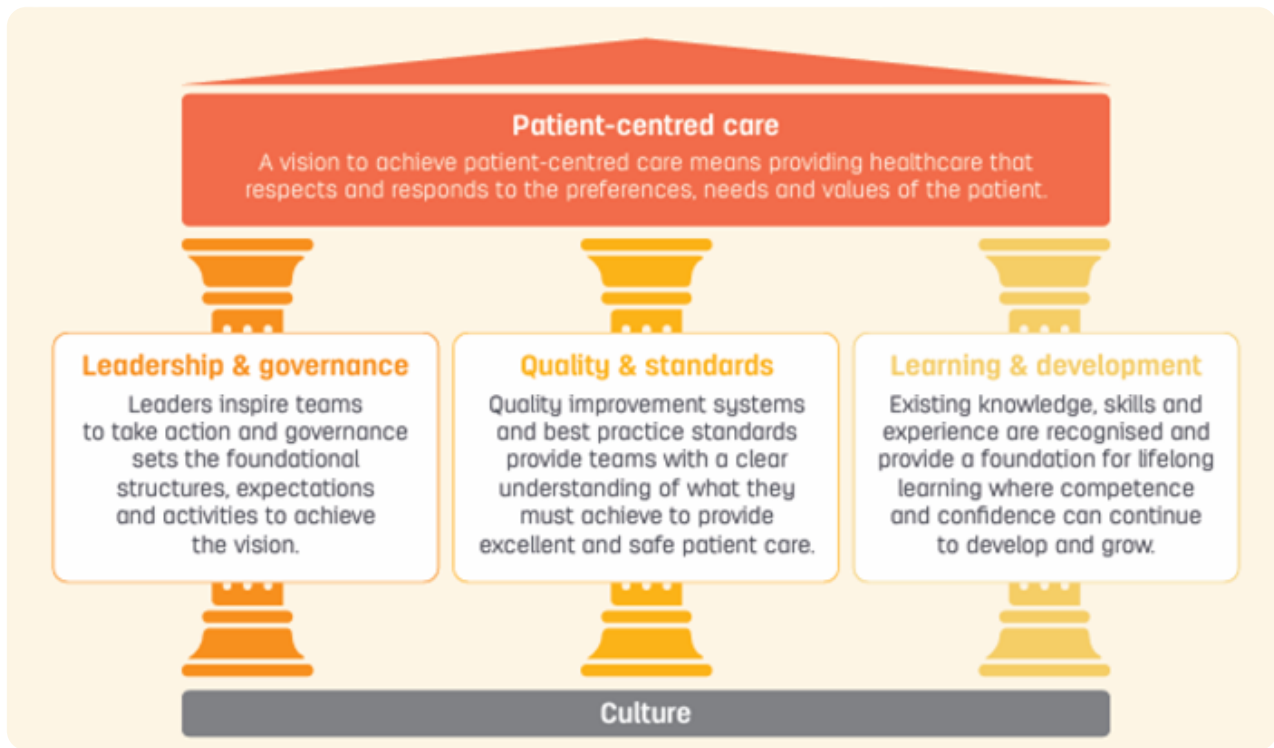
We ensure responsible governance, managing risks like fraud and corruption, and being transparent in our processes.

People & culture

We put people first, managing our caregivers fairly and promoting a Mission-driven culture based on respect and safety. We are committed to helping leaders succeed and investing in their growth and development.



St John of God International Health works within a Stable and Sustainable model detailed in the image below.



Support

St John of God Health Care is grateful for the ongoing support it receives from the following stakeholders



Bendigo Maubisse Friendship Committee
Springwood East Timor Support Group

Santos



Core Competency Program

The Core Competency Program (CCP) specifies the core competency requirements that all nursing/midwifery staff working within the Hospital Nacional Guido Valadares (HNGV) and the Referral Hospital Maubisse (RHM) must complete to achieve the minimum Level Two (2) (Intermediate) competencies for safe, effective and ethical standards of practice and patient care. The goal is to deliver each level of the CCP to all nurses and midwives currently working at the HNGV and RHM, and also those who will be working at HNGV and RHM in the foreseeable future. Level Three (3) of the CCP is a requirement for Nurse/Midwife Educators at each hospital.

HNGV and St John of God International Health (SJGIH) have identified five (5) key areas of nursing/midwifery practice to enhance the development of skills and knowledge in the following five core areas, known as Core Competencies:

- Professional Practice,
- Infection Control
- Patient Assessment
- Medication Safety
- Basic Life Support.

Addressing these five Core Competencies has the potential to:

- Enhance the current skill level of the nursing/midwifery workforce
- Improve patient experience
- Improve patient outcomes
- Increase work satisfaction.

The performance of every nurse/midwife must meet specific criteria before they can be deemed competent. A competent nurse/midwife must be able to:

- Carry out activities within their Job Description and Professional Standards requirements
- Work consistently to agreed standards of care
- Transfer skills to a range of situations within the occupational area.

It is important to note that competence may be affected by aspects of the health service that block or limit the nurse's/midwife's ability to use their knowledge and skills correctly. A competent nurse/midwife may not be able to perform aspects of care as they should due to issues outside of their control.

Nursing Development Program Commitments 1 & 4

Core Competency Program (CCP) - Formador Training

An essential component of the CCP is the collaboration between SJGIH Educators and HNGV and RHM Educators. SJGIH facilitates regular sessions on Tuesdays and Thursdays at HNGV and RHM to strengthen Educators' capacity in their own clinical skills and theoretical knowledge along with their capacity to plan, develop, deliver, assess, monitor and evaluate learning programs and clinical training. This collaboration also aims to foster a culture of lifelong learning and evidence-based practice.



21 Educators participated in regular training sessions both at HNGV and RHM

15 one hour English language lessons were provided to RHM Educators



99 sessions were provided for HNGV Educators and **90** sessions for RHM Educators to continue to strengthen their capacity in clinical knowledge and skills

Nursing Development Program Commitments 1 & 4

Core Competency Program (CCP) - New Nurse and Midwifery Program (NNMP)

The NNMP serves as an orientation program that strengthens the capacity and capability of participants to provide quality patient centred care. The program supports participants to complete mandatory competencies in Hand Hygiene, Medication Safety and Basic Life Support and aligns with level one of the CCP. The SJGIH Learning and Development team supported HNGV Nurse Educators to deliver the NNMP to 56 participants and provide Follow Up After Training (FUAT) sessions for **85** previous NNMP participants who required additional coaching and support to attain competency in Medication Safety.



56 participants

- 49 nurses
- 7 midwives
- 15 males
- 41 females

Core Competency Program (CCP) - Coaching Support

Educators from SJGIH, HNGV, and RHM provide support to nurses and midwives through regular coaching and bedside teaching, helping nurses and midwives to apply their learning from the Core Competency Program (CCP) into daily practice. This ongoing coaching offers personalised support and feedback, whilst reinforcing and strengthening clinical knowledge, skills, and confidence.



Nursing Development Program

Commitments 1 & 4

CCP- Professional Practice

The first of the five core competencies in the CCP was delivered to **38** clinical and non-clinical employees at RHM. This training was provided at the request of the RHM Executive team, affording opportunity for participants to complete the Professional Practice training, who were unable to participate when it was previously delivered.



27 training sessions (56 hours) were provided to **38** clinical and non-clinical staff

CCP - Infection Prevention and Control

HNGV Educators, supported by the SJGIH Learning and Development team, provided annual hand hygiene refresher training and competency assessments for **411** HNGV nurses and midwives, with **387 (92%)** successfully demonstrating competency in hand hygiene.

The SJGIH Educators supported the RHM Educators to provide ward-based coaching and competency assessments in Aseptic Non-Touch Technique (ANTT) to all **47** nursing/midwifery participants who had previously completed IPC training.

A total of 90 one-hour ANTT coaching sessions were provided to health care workers at RHM, with 61% of Nurses/Midwives demonstrating competency in ANTT.



387 staff completed training and competency assessment

- 276 Females
- 111 Males

Nursing Development Program Commitments 1 & 4

CCP- Wound Management

SJGIH has transitioned oversight and management of the Wound Management Program to the team of HNGV Wound Care Focal Points (WCFPs), who deliver a Wound Management education and coaching program for nurses and midwives at HNGV. SJGIH continue to provide support to the WCFPs as required. As the Wound Management Program is embedded within the CCP, participants who successfully pass the program are deemed competent in the Core Competency of Infection Prevention and Control.

During the reporting period, HNGV WCFPS facilitated:

- Two Block 1 Workshops with 21 participants
- Five Block 2 Workshops with 65 participants
- A variety of coaching sessions
- 9 nurses/midwives achieved competency in Wound Care



Nursing Development Program Commitments 1 & 4

CCP - Patient Assessment

Patient Assessment is one of the five Core Competencies to be undertaken by nurses and midwives working at RHM. Patient Assessment supports nurses to systematically assess and evaluate a patient's condition so that safe, effective and timely care can be provided.

SJGIH Educators commenced Patient Assessment training and competency assessments with RHM Educators, as the Educators prepare to plan and implement hospital wide Patient Assessment education and training later in 2025.

Supported by the Quality Department Manager, SJGIH Educators and RHM Educators facilitated hospital-wide Patient Assessment training to four groups of Health Professionals over a four-week period.

RHM and SJGIH Educators focused on supporting nurses and midwives to consolidate their clinical competencies through supervised ward-based practice.



**20 days of training
provided**

**39 Female
11 Male**

**96 training sessions
provided**

**31 nurses, 11
midwives,
4 Doctors and 4
Educators**

Nursing Development Program Commitments 1 & 4

CCP- Basic Life Support (BLS)

In preparation for Hospital wide rollout of BLS, 16 HNGV Educators and 8 SJGIH Clinical caregivers completed refresher training and assessment in BLS. HNGV Educators led 14 HNGV Unit Managers, including the Director of Nursing and Midwifery, in updating their BLS competency.

The SJGIH Learning and Development team are working closely with the HNGV Educators to plan and prepare for hospital wide BLS training to be completed in FY25.



CCP Life Support Refresher					
Start Date	Finish Date	Categories			Total Participants
		Educator	Unit Managers	SJGIH	
October	October	16	14	8	38

30 HNGV nurses and midwives completed Basic Life Support training



Nursing Development Program Commitments 1 & 4

CCP - Neonatal Resuscitation

SJGIH in collaboration with the HNGV Midwife Educator, delivered the Neonatal Resuscitation Program at Referral Hospital Maubisse.

14 Midwives and one Doctor received training and assessment in Neonatal Resuscitation across both the HNGV and RHM.



14 midwives received training and assessment in Neonatal Resuscitation



Foetal Surveillance Program

The SJGIH Midwife Consultant supported two Midwife Educators (1 HNGV Midwife and one SJGIH Midwife) to complete the Online Foetal Surveillance Education Program, provided by the Royal Australian and New Zealand College of Obstetricians and Gynaecologists (RANZCOG).

Nursing Development Program Commitment 2

Leadership Programs: Leadership and Management Development Program (LMDP)

The LMDP initiative developed and delivered a leadership and management development program curriculum addressing the leadership capabilities identified by the Ministry of Health (MoH) as priorities. The program was designed to improve leadership effectiveness and enhance decision-making processes and included a sustainability and transition plan to increase the likelihood of program continuation into the future. The selected capacities were:

1. Leadership,
2. Structure and staffing,
3. Cooperation and collaboration,
4. Organisational mandate,
5. Technical capacity, and
6. Implementation capacity.

The final components of the LMDP were successfully completed with presentation of graduate, coach and presenter certificates.

While the LMDP concluded on the 29 May 2024, graduation was delayed. A total of 11 participants, including Directors, Heads of Department and Senior officers from the MoH graduated from the course. The program was closed with a simple celebration during which certificates were presented to coaches and presenters. Graduates received their certificates from National Institute of Public Health- Timor-Leste (INSP-TL) earlier in 2024.



Nursing Development Program Commitment 2

Collaboration with Maluk Timor and INSP-TL to share LMDP insights.

During the collaboration, a range of LMDP materials were shared and example lessons presented with **23** Maluk Timor employees, **one** senior Partnership Human Development (PHD) officer and **five** INSP-TL senior officers and trainers.

The group had various interactions related to topics such as quality improvement, induction and orientation for new employees and 'how to be a great coach'. The collaboration provided plenty of opportunity for participants to experience different presentation styles as well as the chance to present a lesson to the whole group.

The sharing of the materials in this way, was designed to promote confidence in presenting sessions independently. Other components of the LMDP were also shared, including participant preparation materials and surveys, together with tips and hints for group management and making the most of participant engagement.



Nursing Development Program Commitment 2

Health Managers Program: Graduate Reflection Day

The Health Manager Program (HMP) is designed to strengthen the leadership and management capabilities of health professionals across Timor-Leste. Its primary goal is to improve their effectiveness in fulfilling their roles and responsibilities within the healthcare system.

On 18 June 2025, the SJGIH Quality and Leadership team hosted the HMP Graduates Reflection Day, bringing together **55** graduates to reflect on their journey, reconnect with peers, and reignite their commitment to health leadership and quality improvement.

The event was honoured by the presence of the Vice-Minister of Health, Sr. José dos Reis Magno, Lic.Sp, MM, who delivered an engaging talk on the principles of management and leadership and their significance in healthcare delivery. His address inspired and challenged graduates to lead with vision and purpose.

Two alumni also presented their Quality Improvement projects, demonstrating tangible impacts within the health system. Their presentations served as a powerful reminder to fellow graduates to strive for continuous improvement and excellence in healthcare.

Additionally, the Director of Human Resources at the Ministry of Health, herself an HMP graduate, led a session on orientation and induction practices.

The SJGIH Leadership team provided coaching support to all presenters in preparation for their sessions at the event.



55 participants attended
the HMP Graduate
Reflection Day

Nursing Development Program Commitment 3

Collaboration and capacity strengthening with the HNGV Quality Team

A range of activities were undertaken to support and strengthen capacity within the HNGV Quality team, including:

- Support to measure compliance against HNGV policy standards whilst building the confidence and capability of HNGV Quality Cabinet team members to plan and conduct audits. The audit focus was requested by HNGV senior staff and included patient assessment, nursing handover, medication chart use, and the 'five moments of hand hygiene'.
- The SJGIH team collaborated with the HNGV Quality team to complete five Clinical audits and the associated reports. Audits listed above were completed, along with the Environmental audit which audits the availability of equipment and consumables that allow staff and visitors to perform effective hand hygiene.
- The Director of Nursing and Midwifery demonstrated her strong support by being present during auditing when possible. There was a joint exercise to learn more about data analysis and report writing together with shared practice in using the Kobo auditing platform.
- The SJGIH Quality team collaborated with HNGV Quality Team to scope an idea for an in-country auditor education program. There was a series of discussions to ensure such a program would cover all the identified needs of a quality team auditor program.
- Providing coaching related to the use of IT applications and tools for use in quality systems at HNGV (Kobo and Excel), reporting audit findings and the use of technology for data collection.
- As part of a joint initiative with the HNGV quality team and Menzies, the SJGIH quality team facilitated a practical training session on outbreak response and antimicrobial resistance and supported the review of the Rheumatic Heart Disease guidelines led by Menzies.
- **20** hours of capacity strengthening support to the HNGV quality team through weekly basic Excel training sessions.
- **17** hours of English language lessons for seven Quality team members.



Nursing Development Program Commitment 3



Capacity strengthening within the St John of God International Health Team

Capacity strengthening within our own team is essential for enhancing our skills, improving collaboration, and increasing overall efficiency. By investing in continuous learning and development, we enable each team member to contribute their best, adapt to new challenges, and drive the success of our programs and organisation. This, in turn, allows us to provide high quality support and services, creating a greater positive impact on the people we work with and those we serve.

This year we have supported the following learning and development opportunities within our team:

- Our Aprende Hamutuk (Learn Together) sessions have provided opportunities for team members to present to their colleagues. Topics have included: Quality Improvement, Stress Management, Haus Bung program, Accessing the Policy Library, Ergonomic set up, Language and Culture Glossary development, Automated request for translation Form, Introduction to Acknowledgement of Country, How to share a video in Zoom and use Google Meet and Reasonable Adjustment principles.
- Supported one caregiver to complete their First Aid Officer training plus BLS training.
- One caregiver attended Health and Safety Representative (HSR) refresher training, and another attended HSR training.
- Two caregivers completed the SJGHC Leading with Impact program.
- Five caregivers attended English lessons: a total of 420 hours of lessons were provided.
- Two caregivers attended Tetun lessons: 52.5 hours of lessons were provided

International Health Team: Capacity Strengthening

- Caregivers have embraced the opportunity to be supported to chair meetings, including the monthly team meeting.
- We have welcomed and encouraged new member involvement in our Environment and Sustainability Impact Group, Mission Integration Group and Workplace Health Safety and Security committee. Involvement in these groups provides opportunities for capacity development in terms of making effective contributions and increasing knowledge around unique topics of interest in Timor-Leste.
- Provided evacuation and incident reporting training,



Events and celebrations

20th Anniversary

In August 2024, SJGIH celebrated 20 years of working in partnership with the Ministry of Health, Timor-Leste to deliver and support capacity strengthening programs to enhance patient care and safety.

The team were excited to welcome SJGHC leaders:

- Hon. Neville Owen AO - Trustees Chair
- Hon. Kerry Sanderson AC CVO - Board Chair
- James McMahon - Board member
- Tara Peters - Chief Mission Integration Officer
- Susan Cantwell - CEO Social Outreach
- Anthea Carta - Former Director International Health

During the visit several important meetings were held, including:

- His Eminence Cardinal Virgilio do Carmo da Silva, who also blessed the extended and renovated Dili office
- His Excellency Jose Ramos Horta
- Executives from HNGV and Referral Hospital Maubisse

The main event was the celebration and dinner held at the Presidential palace.



Events and celebrations

INTERNATIONAL NURSES AND MIDWIVES' DAY

SJGIH joined with HNGV and RHM to celebrate the work and achievements of nurses and midwives.



EQUIPMENT DONATIONS

During the year SJGIH donated a variety of furniture and IT equipment to the Bidau Orphanage, Don Bosco Training Centre and the HNGV chapel. All donations were greatly appreciated and its a great way for us to support local services and share quality used resources.



St John of God Bendigo Hospital and Bendigo Maubisse Friendship Committee worked with Referral Hospital Maubisse to restock items to support effective Infection Prevention and Control training across the hospital.



Events and celebrations

TONY HOWARTH AWARDS

SJGIH was pleased recognise the outstanding contributions of our OHS Officer Etelvino Carvalho who was awarded the Tony Howarth award for SJGHC Health and Safety Representative of the Year.

Etelvino and Catarina Guterres attended the award Ceremony in Perth, November 2024.



Recycling

SJGIH is proud to work with Hadomi Ambiente, a local recycling service to ensure we reduce landfill and our environmental impact.

From January to June 2025 we have recycled:

61kg of plastic
354kg of cardboard/paper



Finance report

INTERNATIONAL ACTIVITIES STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2025

The following financial statements have been prepared in accordance with the requirements set out in the ACFID Code of Conduct. For further information on the Code please refer to the ACFID website at www.acfid.asn.au

	2025	2024
	\$	\$
Revenue		
Donations and gifts	-	-
- Monetary	297,398	-
- Non-monetary	-	-
Bequests and legacies	-	-
Grants	-	-
- Department of Foreign Affairs and Trade	44,956	279,440
- Other Australian	31,347	-
- Other overseas	-	-
Commercial activities income	-	-
Investment income	-	-
Other income	-	-
Revenue for international political or religious adherence promotion programs	-	-
Total Revenue	<u>373,701</u>	<u>279,440</u>
Total International Aid and Development Programs Expenditure		
International Programs	-	-
- Funds to international programs	-	-
- Program support costs	1,679,158	1,824,276
Community education	-	-
Fundraising costs	-	-
- Public	-	-
- Government, multilateral and private	-	-
Accountability and administration	315,573	468,630
Non-monetary expenditure	6,305	-
Total Expenditure	<u>2,001,036</u>	<u>2,292,906</u>
(Deficit)	<u>(1,627,335)</u>	<u>(2,013,466)</u>
Total Comprehensive Loss	<u>(1,627,335)</u>	<u>(2,013,466)</u>

This activities statement represents financial information that is extracted specifically for the operations of the International programs as required by the ACFID Code of Conduct.

Evaluation and future planning

All learning and development programs delivered by SJGIH include evaluation based on the Kirkpatrick's evaluation framework. This framework evaluates across four (4) levels: reaction, learning, behaviour and impact, not all programs require evaluation across all levels. Results of individual program evaluations are available upon request. The Kirkpatrick framework was also used in the development and implementation of the LMDP.

In 2025 consultation meetings were held with stakeholders and SJGIH caregivers to receive feedback on our programs to collaborate on the development of the new SJGIH two-year plan. The current NDP three-year plan ended on the 30 June 2025.

ACFID Accreditation

As members of the Australian Council for International Development (ACFID), we comply with the ACFID Code of Conduct which is a voluntary, self-regulatory sector code of good practice that aims to improve international development and humanitarian action outcomes and increase stakeholder trust by enhancing the transparency, accountability and effectiveness of signatory organisations. SJGIH strives to be respectful and considerate of the reputation of other ACFID members.

As members we are required to complete a full self-assessment against the nine areas of the Code and the best practice indicators. This year we have been addressing areas of non-compliance following the updates to the ACFID Code in 2024. The 2025 full self-assessment has been submitted which reports on the 2024 / 2025 financial year. As we await feedback, we continue to work towards ACFID's good practice indicators ensuring we achieve positive program outcomes.



One year review

July 2024 to June 2025 has been another successful period for our programs. We were able to continue working with our primary counterparts, stakeholders and other health partners to support improved patient care and safety by:

- Providing and supporting Learning and Development programs, including coaching to the National Hospital Guido Valadares and Referral Hospital Maubisse;
- Supporting essential Quality programs, audits and reporting processes;
- Providing coaching and learning opportunities for the ongoing development and use of the LMDP materials;
- Collaborating with HNGV partners and other NGOs in quality improvement initiatives for specialised clinical areas;
- Advocating for the renewal of our Memorandum of Understanding with the Ministry of Health, Timor-Leste;
- Supporting event days such as International nurses and midwives celebrations, HNGV anniversary and other health related events.
- In August 2024, we celebrated 20 years of working in partnership with the Ministry of Health, Timor-Leste. Our programs are designed to strengthen the capacity of nurses and midwives, leaders and managers and quality improvement staff, in order to promote safe, effective, and compassionate patient centred care.



Contact us

Director International Health: Jenny Tait-Robertson



+61 0413 987 362



jenny.tait-robertson@sjog.org.au



www.sjog.org.au

Country Manager: Lourenco Camnahas



+670 7845 7953



lourenco.camnahas@tlsjog.org



ST JOHN OF GOD

International Health

