

# Every moment matters

Annual Report 2024-25



# Acknowledgement of Country



St John of God Health Care acknowledges and pays respect to the Traditional Custodians of the lands on which we work and live. We offer our respect to Elders, past and present, and recognise their cultural heritage, beliefs and continuing connection to Country. We express our gratitude that we share this land today. We also acknowledge the pain of history and commit to creating a path of healing. We hope and believe that we can move to a place of equity, justice and partnership together.



A collaborative artwork by the Djookanka Sisters and St John of God Health Care caregivers

# Year in review

St John of God Health Care is the third largest private hospital operator in Australia and the second largest not-for-profit Catholic health care provider

Established by the Sisters of St John of God, who first came to Western Australia in 1895

409,493

patients overnight and same day

>16,000

caregivers employed

\$29.1m

investment in social outreach

80

patient Net Promoter Score which measures patient experience and satisfaction



\$2.2b

revenue

67,523

patient visits delivered at home

665

surgeries performed daily



25

facilities

10,609

babies born in our hospitals

58,860

cancer admissions



3,288

beds

19,837

admissions for mental health services

28,104

community mental health, and alcohol and other drug counselling sessions

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# Trustee foreword



The Jubilee Year of 2025, with its theme Pilgrims of Hope, invites us to reflect on the power of hope. At St John of God Health Care, hope is more than a sentiment, it is a lived reality. It is woven into our Vision, where we are recognised for care that brings healing, hope, and a greater sense of dignity especially to those most in need.

We have always walked forward together, following in the steps of the Sisters of St John of God and Saint John of God himself, as pilgrims grounded in faith, shaped by our heritage and carrying with us the hopes of those we serve.

As Trustees, we have witnessed the extraordinary ways in which hope is made real through the compassionate care delivered by our caregivers. It is seen in the gentle reassurance offered at a bedside, in the innovations that drive better outcomes, and in the enduring commitment to those who are vulnerable, marginalised or forgotten.

Our Vision of hope calls us to see possibility amid complexity, to persevere through uncertainty, and to hold fast to the healing Mission of Jesus with humility and courage. This active hope propels us forward as we respond to the challenges facing health care, including the growing demand for services, financial pressures, and the ongoing need for compassionate support in a changing world.

We are heartened by the launch of our new organisational strategy. The theme, Every Moment Matters, reflects the enduring wisdom of our founding Sisters and their maxim that “it is the little things that matter.” This strategy places compassionate, committed and connected care at its core, and reaffirms our dedication to a Mission-driven culture that consistently identifies and responds to those most in need.

May this report serve both as a reflection of all that has been achieved, and as an invitation to continue the journey with faith, courage and hope.



Together, let us  
move forward with  
confidence, embracing  
the challenges and  
opportunities that  
await us.

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**Hon Neville Owen AO**  
Trustee Chair

# Our organisation

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

As a leading provider of health care services that include hospitals, 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 organisation, 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 those experiencing disadvantage.

Inspired by our founders, the Sisters of St John of God, 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.

## Founding story

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 Perth's Bishop Matthew Gibney asked the Sisters to come to Western Australia to provide much needed nursing care. The Sisters went on to establish many health services and today these have led to the establishment of hospitals, pathology and social outreach services in Western Australia, Victoria and New South Wales.

Saint John of God, adopted as the Patron Saint of the Congregation of the Sisters of St John of God, devoted his life to alleviating human suffering, and comforted the afflicted, sick and dying.

He was particularly passionate about combatting the great injustices experienced by people disadvantaged through illness or destitution.

St John of God Health Care today reflects the wisdom and inspiration of those Sisters of St John of God, as well as the many who have contributed to our organisation.

This includes the Brothers of St John of God, 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 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 directors of St John of God Australia Ltd are the Trustees, who are also the members of St John of God Health Care. The Trustees appoint members of the Board. The Board has responsibilities under Corporations Law and provides direction and guidance to the Group Chief Executive Officer who, together with the Executive and broader senior leadership team, oversees performance in line with organisational priorities.

## 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.

## Service Ethos

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

The key tenets of our Service Ethos are:

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



**ST JOHN OF GOD**  
Health Care

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## Vision

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

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## Mission

To continue the healing mission of Jesus.

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## 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.





# Chair report



It is with pride and gratitude that I present the St John of God Health Care 2024–25 Annual Report. The year was shaped by reflection, resilience and purposeful progress, as we responded to the evolving and challenging health care environment while upholding our Mission and Values.

Throughout the past year, the private health sector has continued to face significant challenges from rising costs and funding pressures to heightened demand for accessible, high-quality care. In this context, the Board has remained firmly focused on our role in investing for the future while ensuring strong governance, sound stewardship and a clear long-term vision.

While we cannot return to the pre-COVID landscape, our adaptability and commitment to responsible financial stewardship as well as excellence in care will help to ensure that we are well placed to meet the needs of both the current and future generations.

We have been pleased to undertake continued investment in the organisation's future, with the progress of significant infrastructure developments including continuing major re-development at our Subiaco Hospital, completing investment at our Richmond Hospital, the opening of a new wing at St John of God Ballarat Hospital and commencing construction of our new private hospital in Midland.

2024-25 also saw the launch of a bold new strategy that builds on our heritage while responding to emerging needs. It reflects the Mission-driven culture that has long set St John of God Health Care apart – one rooted in dignity, hope and healing for all, especially those most in need. Throughout 2024-25 the Board has placed particular emphasis on our Values while also ensuring robust risk management, sustainability and strong foundations for growth. We have supported key enhancements to governance and risk management frameworks, information systems and digital infrastructure to support future resilience.

Sustainability remains central to our stewardship responsibilities.

In addition to our focus on financial sustainability the Board has endorsed a new three-year Sustainability Roadmap, which will guide progress towards a more climate-resilient and socially responsible future. Our commitment to managing our environmental and social impact is both strategic and deeply aligned to our Values.

Equally important is the continued focus on our people, which includes an emphasis on developing caregiver capability, safety and wellbeing. The strength of our workforce culture is reflected in recent national recognition and remains vital to our long-term success.

Initiatives such as the Mission Integration Framework, expanded pastoral care and deeper engagement with our Innovate Reconciliation

Action Plan demonstrate our shared commitment to inclusive, person-centred care. We are especially proud of St John of God Health Care's enduring contributions to social outreach, through support for the disadvantaged, locally and internationally, which is a tangible expression of faith in action. For example, in 2024-25 we provided 22,732 nights of accommodation to people at risk of homelessness and 28,104 community mental health, and alcohol and other drug counselling sessions.

On behalf of the Board, I thank Bryan Pyne, our Group CEO, and his executive team for their thoughtful leadership. I also acknowledge the wisdom and support of the Trustees, and the dedication of my fellow Board members. Most of all, I express deep gratitude to our caregivers, doctors and volunteers who live out the Mission each day with extraordinary compassion and commitment.

As we look to the future, we do so with confidence in our strategy, faith in our people and a renewed commitment to courageous leadership. With the trust of those we serve and the strength of our partnerships, we continue this journey together, guided by hope and grounded in purpose.

**Hon Kerry Sanderson AC CVO**  
Board Chair



# Group CEO report



Australia's health care landscape continues to evolve rapidly – shaped by innovation, rising demand and shifting expectations. Over the past year, St John of God Health Care has navigated these challenges with resilience and purpose, remaining unwavering in our commitment to delivering compassionate, high-quality care.

The environment is changing. We are seeing increased demand for day surgery, home-based and virtual care, and growing mental health needs. These trends, combined with financial pressures, compel all providers to adapt.

As Australia's third largest private hospital operator and second largest not-for-profit Catholic health care provider, we play a vital role in supporting the national health care system. Private hospitals deliver 35 percent of all hospital care and 68 percent of elective surgeries across Australia. With 25 facilities, more than 3,200 beds, and 16,000 caregivers, we are well positioned to lead and support during this time of transformation.

In 2024–25, we launched a new strategy to guide us through the next decade. Grounded in our enduring Vision to provide healing, hope and dignity, especially for those most in need, the strategy is shaped by five priorities: Sustainability, Care Journey, People First, Integrated Care and Community Impact. These pillars will enable us to strengthen stewardship, enhance patient experiences, support our caregivers, drive innovation and deepen our outreach.

Our immediate focus is on stabilising and strengthening our core operations to ensure agility and sustainability. Care must always be connected and centred on the person, our patients and clients.

By continuing to invest in research and form meaningful partnerships, we will lead in critical areas such as mental health and cancer care.

Our commitment to safety, quality and transparency remains central. Clinical governance and systems continue to be enhanced to ensure consistent excellence across all services.

Our caregivers are our greatest strength.

I want to thank our caregivers, doctors, volunteers and leadership teams for your professionalism and dedication. You are the heart of our Mission. I also extend my appreciation to our Board, Trustees and our public and private partners for their steadfast support and collaboration.

Together, we are shaping a future where every moment matters, and delivering compassionate, committed and connected care for all those we are privileged to serve.

A stylized, handwritten signature in black ink, likely belonging to Bryan Pyne, is positioned above a horizontal line.

**Bryan Pyne,**  
Group CEO

# Our strategy



## *Every Moment Matters*

Compassionate, committed and connected care

The world of private health care is evolving, and so are we. In May 2025, we launched a new strategy – a bold and future-focused direction that honours our legacy of compassionate and high-quality care.

Our aspiration statement, Every Moment Matters – Compassionate, committed and connected care, and our strategy is how we turn that belief into action.

Our strategy builds on our foundations and courageously embraces opportunities and challenges, so we can continue our Mission and serve future generations. The strategy came into effect 1 July 2025.

“The wellbeing of people drives all that we do. Our future plans are centred on those we serve – our dedicated care teams, our vital collaborators, the communities we support and individuals facing vulnerability, disadvantage and the greatest need.”

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St John of God Health Care Group CEO,  
Bryan Pyne

## Our priorities



### Sustainability

- Caring for people and the planet
- Smart use of information and technology
- Responsible financial stewardship



### Care Journey

- Making health care access easier for patients
- Improving care experiences
- Creating healing spaces



### People First

- Creating a great place to work
- Helping leaders succeed and inspire
- Investing in caregiver growth and development



### Integrated Care

- Comprehensive cancer care
- High quality, efficient day surgery
- Enhancing mental health support



### Community Impact

- Advancing knowledge through research
- Building better relationships
- Planning for a stronger future



# Building healthy communities

We are progressing a number of capital development projects that reflect our unwavering dedication to clinical excellence, innovation and compassionate care.



These projects are designed to expand our capacity, enhance the experience of patients and caregivers, and ensure our facilities remain at the forefront of modern health care. Aligned with our Mission and Values, each project represents a long-term commitment to delivering high-quality, person-centred care for generations to come.

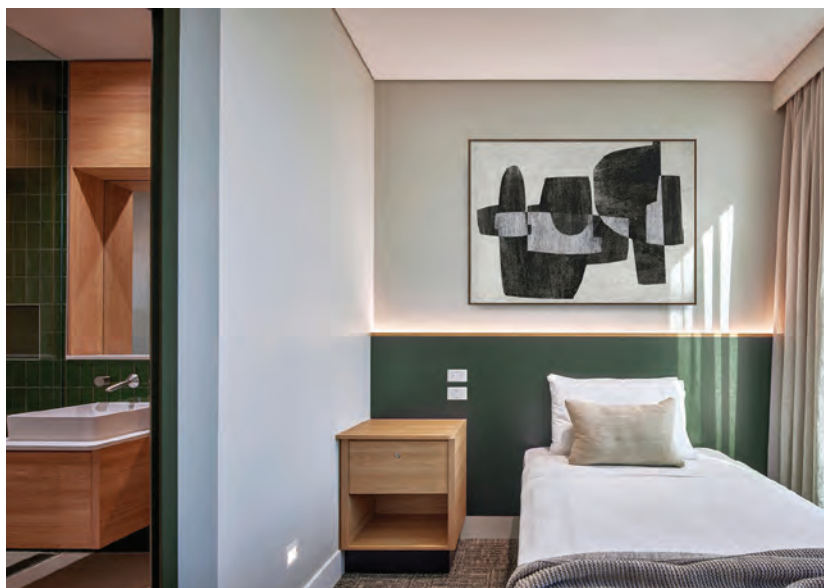


St John of God Ballarat Hospital

## St John of God Ballarat Hospital

### New Clinical Services building Redevelopment 2020-2024

**Complete:** Opening of the St Brigid's Ward (10 Sep 2025), the Wexford Wing and Intensive Care Unit (ICU) (18 Sep 2024) and two new theatres (30 Sep 2024).



St John of God Richmond Hospital

## St John of God Geelong Hospital

### Maternity Centre refurbishment Redevelopment 2022-2025

**Complete:** Refurbishment of the Maternity Centre, including a new arrival zone, upgraded rooms, ensuites and birthing suites.

## St John of God Langmore Centre

### Emergency Services and Defence Trauma Recovery Unit Redevelopment 2024-2025

**Complete:** Purpose-built facility tailored to the needs of veterans and emergency services personnel, including 12 beds for inpatient services, lounge area, gym and sensory garden.

## St John of God Richmond Hospital

### Enhanced mental health care Redevelopment 2021-2025

**Completed:** Major redevelopment finished in May 2024, featuring 112 new private rooms, a neurostimulation suite, a Wellness Centre, dining pavilion and administration services.

**Upcoming:** Final phase to refurbish the Marian Building to create a Medical and Counselling & Therapy Centre (CTC) and Visiting Medical Officer Suites, with completion anticipated by the end of 2025.

“Upon completion, this milestone project will ensure that the campus remains a world-class private hospital of clinical excellence into the future.”

St John of God Subiaco Hospital  
Redevelopment Director,  
Daniel Price



Artist's impression of St John of God Subiaco new clinical building

### St John of God Murdoch Hospital

#### Ongoing expansions in surgical and emergency services capacity

- **Complete:** Expanded and reconfigured the Emergency Department and Endoscopy Unit in 2024. Opened two new additional theatres in February 2025, allowing for more theatre lists and increased surgical activity.
- **In progress:** Western Australia's first specialist orthopaedic hospital, Orthonova Orthopaedic Hospital, a joint venture. This includes the construction of a four-theatre, 76-bed specialist orthopaedic hospital, with completion anticipated in early 2027.
- **Upcoming:** Development of a new multi-level car park, campus ring road and dedicated end-of-trip facility, with completion anticipated in 2027. Refurbishment and expansion of the Central Sterile Services Department.

### St John of God Midland Public and Private Hospital

#### Expanded services for Western Australia's eastern suburbs and the Wheatbelt

##### New Midland Private Hospital 2024-2026

- **In progress:** Construction of a new standalone six-theatre, 123-bed Midland Private surgical and medical hospital, on track to open in mid-2026.
- **Upcoming:** Expansion of the public Emergency Department.



Artist's impression of proposed Murdoch Orthonova Orthopaedic Hospital

### St John of God Subiaco Hospital

#### Heart Centre, new operating theatres and Chapel

Foundation and engineering enabling works 2020-2026

##### New clinical building 2026-2029

- **Complete:** Stage one was completed in late 2023.
- **In progress:** Stage two commenced in early 2024 and consists of engineering upgrades, lift replacement, new site energy plant and site water plant, high voltage switch relocation, multi-storey carpark remediation, and an upgraded hospital entrance and lobby refurbishment. On track to be completed by the end of 2026.
- **Upcoming:** Stage three includes a six-storey new clinical building with state-of-the-art operating theatres, Heart Centre, specialist Orthopaedic Centre and new chapel. Construction is expected to commence in early 2026.

# Caring for the environment

St John of God Health Care is committed to responsible and sustainable stewardship of the environment.



Our target is to achieve net zero greenhouse gas emissions by 2050, with a minimum 50 percent reduction by 2030.

In 2024-25, we achieved a 21 percent reduction in carbon emissions compared to our 2019-20 baseline, keeping us on track to achieve our 2030 target. Some of our latest initiatives included:

- Completing the rooftop solar installation at St John of God Warrnambool Hospital.
- Improving the measurement of carbon intensity by adopting kilowatt hours per square metre (kWh/m<sup>2</sup>), enabling more accurate year-on-year comparisons and improved tracking of energy efficiency.
- Successfully piloting new technology that helps measure energy and water consumption to assist with identifying inefficiencies and areas for improvement. A phased rollout is now planned across other hospitals.
- Developing a new sustainability dashboard, scheduled for completion in early 2025-26, to provide staff with access to real-time energy data and facilitate comparisons between sites.
- Completing an electrification study at St John of God Bendigo and Ballarat Hospitals.
- Reviewing and implementing a new Enterprise Risk Management Framework and Risk Appetite Statement to formally incorporate environmental, social and governance (ESG) risks. These updates align with the principles of the Task Force on Climate-related Financial Disclosures.
- Developing our next three-year Sustainability Roadmap (2025–2028), aligned with our new strategy, to further embed ESG practices across daily operations and health care delivery.

## Highlights

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St John of God Midland and Mt Lawley hospitals have piloted a program to reprocess leg compression garments up to seven times, reducing waste without compromising quality. Reprocessed garments are nearly identical to new ones, with a barcode added for tracking. In the past year, 2,773 garments were reprocessed, **diverting 183 kg of waste from landfill.**

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Over the past year, in a pilot with Medsalv our recycling partner in Geelong, St John of God Health Care **diverted 4,465 devices from landfill.**



Revolutionising  
hospital dining

24%

reduction in food waste  
through hotel-style  
room service



We continue to revolutionise hospital dining by being the first private health care group to implement premium hotel-style room service nationwide resulting in 24 percent less food waste.

Patients now enjoy flexible, delicious meals when it suits them, improving nutrition and recovery experiences. From sustainability wins to happier patients, this initiative is setting a new standard for hospital care.



# Patient experience and clinical excellence

The ministry of Catholic health care is expressed by St John of God Health Care through the delivery of safe, high quality, person-centred care.



Our hospitals and services are committed to maintaining the highest standards of patient safety, clinical quality and compassionate care.

In 2024-25, all six hospitals and services undergoing assessment successfully achieved accreditation by the Australian Council on Healthcare Standards.

St John of God Health Care continues to achieve industry leading patient experience outcomes demonstrating our commitment to the highest levels of patient satisfaction and care quality.

Our Patient Experience and Clinical Excellence (PEaCE) team works in close partnership with our hospitals' clinical caregivers, driving ongoing improvements and innovations across our hospitals and services to enhance the care we provide.

## Key safety and quality priorities

Our commitment to delivering outstanding patient and client experiences is built on genuine engagement with patients, ensuring their needs are understood and expectations met. This year, we received more than 825,000 patient survey responses, providing essential insights that have driven service improvements at hospital and ward level.

We also monitored survey response rates to ensure that the right approach was used for each patient group. We undertook targeted activities in our mental health care hospitals, as well as in the emergency and outpatient services at St John of God Midland Public and Private Hospitals.

The insights gained are shaping the development of new care quality surveys.

In line with our focus on high standards of clinical care, a Patient Safety Review of our obstetric and neonatal services was also completed. The review confirmed outstanding care in babies delivered and also identified improvement opportunities and enhanced controls that are now being implemented and monitored at both an organisational and hospital level.

## Risk reduction programs

To strengthen organisational resilience, we enhanced our Enterprise Risk Management Framework and implemented a new governance, risk and compliance system. These initiatives improve risk oversight, decision making and responsiveness to critical incidents. We also reviewed our major incident escalation processes, updated our crisis communication planning, and developed a cyber and ransomware playbook to guide responses to digital threats.

Reducing preventable harm remains a key focus.

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**0.77**

aggregate falls with harm rate

This year, our aggregate falls with harm rate was 0.77 per 10,000 bed days, well below the national benchmark of 1.0. A major contributor to this achievement was the Falls Prevention Moments of Care program, co-designed with patients and caregivers. The program uses the admission moment to engage patients and families about falls risk, supported by early involvement from the multidisciplinary team.





## Clinical safety

We continue to invest in systems and technology that support safe, high-quality care. Charm®, an oncology information management system that ensures safe medication management, was fully implemented in our Subiaco, Murdoch, Bunbury and Berwick hospitals, with roll out underway in our Midland, Ballarat, Bendigo, Geraldton and Warrnambool hospitals.

The Theatre Information Management System (TIMS) was also introduced at our hospitals during the year to digitise the theatre inventory process from surgeon preference cards through to billing and stock tracking. The implementation continues across our hospitals with completion anticipated in 2026. This initiative will improve transparency, efficiency and safety in the delivery of surgical care.

## Person-centred care

Pastoral services and chaplaincy continue to play a vital role in delivering holistic care aligned with our Catholic identity. Practitioners provide emotional and spiritual support for patients and families during times of vulnerability. In 2024-25, we delivered 11,815 Holy Communion visits and 703 Sacraments of Anointing, and 98 percent of next of kin received bereavement support.

A new Pastoral Model of Care for same day oncology services was introduced at the Subiaco Chemotherapy Unit, resulting in increased visits, referrals and patient engagement in spiritual care. Pastoral caregivers also undertook professional development, ensuring the delivery of compassionate care remains strong.

Our arts and health initiatives further enhanced the patient experience, with more than 25 flagship programs delivered across the organisation.

These included projects supporting antenatal mental health, palliative care, older adult mental health and caregiver wellbeing, alongside music and art therapy programs and heritage installations that promote connection and healing.

Pastoral services and chaplaincy continue to play a vital role

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# 11,815

Holy Communion visits

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# 703

Sacraments of Anointing



## Ethics of care

Over the last year we strengthened our organisational approach to ethics with a refresh of the St John of God Health Care Ethics Committee and the introduction of new reporting mechanisms to better identify and respond to ethical issues.

Seven Ethics Focus Group sessions were held across our hospitals, exploring themes such as moral distress and the complexity of ethical decision making in modern care.

Feedback from these sessions will guide phase two of the program in 2025-26, which will focus on building ethical capability across the organisation.

## Research

This year we developed and refreshed a research governance framework to reflect our commitment to safe, ethical and high-quality research that aligns with our Mission and Values. The framework encourages a culture of enquiry and innovation, supporting the generation of new knowledge to improve health care delivery and outcomes.

Our Research Governance and Excellence Framework will form the basis of a medical research roadmap, enabling high-impact research initiatives, partnerships and technology integration.

Our research priorities align with improving patient care and health system efficiency, focusing on anaesthesia and perioperative medicine, orthopaedic surgery, oncology, allied health and nursing.

This year we celebrated the retirement of Dr John Love, a third-generation obstetrician whose decades of service in obstetrics, gynaecology and fertility care have supported thousands of families. His legacy continues through the next generation at the Perth O&G Clinic, carrying forward our Mission of trusted, compassionate maternity care.





# Our people

St John of God Health Care is committed to creating a workplace that reflects our Vision, Mission and Values.



In 2024-25, we continued to prioritise the wellbeing, safety, development and engagement of our caregivers, while building a future-focused, Mission-aligned workforce. We have made meaningful progress across the areas of workforce development, health and safety, leadership, diversity and cultural integration, all of which contribute to the delivery of compassionate and high-quality care.

Key initiatives included:

- Awarding 92 internal scholarships to support development in areas of organisational need.
- Delivering the Leading an Empowered Organisation (LEO) program to 149 caregivers.
- Providing occupational violence and aggression face-to-face de-escalation training to over 8,500 caregivers.
- Introducing a refreshed, risk-based approach to managing manual handling risks.
- Implementing the WorkSafe Guardian app to support lone and at-risk caregivers across non-hospital-based services.
- Introducing a revised mental health roadmap for 2025–26, including investment in psychological first aid training.



## Securing future generations of nurses and midwives

Investing in the next generation of nurses and midwives is vital to ensuring we have the skills and capability to meet the health care needs of the future.

This year, our Pathways to Practice Graduate Program supported 206 new caregivers transitioning into clinical practice.

Retention remains strong, with 88 percent of graduates retained after one year and 53 percent after five years.

Our Student Midwife Employed Program welcomed 25 participants across the July 2024 and February 2025 intakes, enabling registered nurses to complete their Graduate Diploma in Midwifery while employed. Nine student midwives qualified and commenced work with us, with seven receiving the Midwifery Scholarship.

Developing Mission-aligned leaders to shape the future of care

92

internal scholarships to support development in areas of organisational need

206

graduates supported

We continued to prioritise the wellbeing, safety, development and engagement of our caregivers.





## Forming a Mission-aligned workforce

In early 2024-25, we introduced the Mission Integration Framework, which strengthens the ways in which our Vision, Mission and Values are embedded, equipped, evident and evolving across the organisation. The pillars of the Framework are; Mission Discernment, Formation, Ethic of Care, Pastoral Services and Chaplaincy, Collaboration and Engagement within the Church, Social Justice, History and Heritage and Embedding Mission-aligned Practice. This systems-based approach has strengthened how Mission is integrated in culture and practice.

The 2025 Mission formation theme was Hope, aligning with our Vision and the Catholic Church's theme of being Pilgrims of Hope. The online formation module Living Hope was completed by 87 percent of caregivers and received positive feedback.

Formation was also embedded into key leadership development programs, including the Aspiring Leader Program and Leading an Empowered Organisation (LEO) alongside other extensive formation program options.

Ethics formation remained a priority, with tailored sessions offered on topics such as conscience formation, clinical decision making, and the ethics of artificial intelligence in health care.

A highlight of the year for Mission was the pilot of the Australian Pilgrimage. The pilgrimage was designed to enable participants to be immersed in and engage with the story of the founding Sisters of St John of God in Australia, progressing to the foundations and establishment of St John of God Health Care, to our present-day story and looking to the future.

We also celebrated two significant anniversaries including:

- Fifty years since the Sisters of St John of God arrived in Geelong
- Twenty years since St John of God Bendigo Hospital joined St John of God Health Care

History walls were installed at St John of God Ballarat and Geelong Hospitals, honouring our legacy and ongoing Mission.

## Workforce snapshot

# 49.8%

of all our caregivers are nurses or midwives

# 79.24%

of our workforce is female

# 58

caregivers identify as Aboriginal and Torres Strait Islander peoples

# 11

caregivers have disclosed a disability

# 4,708

specialist doctors are accredited to treat patients at our hospitals

# 6.26

lost time injury frequency rate (LTIFR)

# 929

volunteers who contributed to the comfort and care of our patients and visitors in our services



## Career and professional development

We are committed to supporting the ongoing growth and development of our caregivers through scholarships, training programs and professional development opportunities.

Partnerships with universities and TAFEs through our clinical school programs remain a key talent pipeline strategy. Twelve Anaesthetic Technician Clinical School students completed Stage 2 and 3 placements, with six joining St John of God Health Care, four of whom were existing caregivers upskilled into new roles.

We also supported 117 caregivers undertaking subsidised postgraduate studies. These studies spanned a range of specialties including perioperative, emergency, neonatal, oncology, leadership and addiction studies.

The inaugural University of Notre Dame Australia (UNDA) / St John of God Health Care Aboriginal Nursing Student Scholarship was awarded to two Aboriginal Bachelor of Nursing students to help cover the financial costs of full-time study.

In addition, we introduced new learning and development initiatives for Learning and Development Coordinators, Human Resources Business Partners and line managers, and Communities of Practice for paediatric caregivers.

## Supporting our leaders

Leadership capability continues to be a strategic focus. Our Aspiring Leader Program was expanded organisation wide following a successful pilot at St John of God Bunbury Hospital.

The Leading an Empowered Organisation (LEO) program continues to support Values-based leadership.

We trained 37 caregivers as facilitators and 99 percent of participants said they would recommend the program.

In February 2025, we launched the refreshed Leading with Impact program, featuring a new session on rostering excellence. More than 100 caregivers completed the program, and feedback has been overwhelmingly positive with 88 percent of participants saying they would be “Extremely Likely” to recommend it.

The 18-month Leadership Circle 360-degree feedback program concluded for 140 senior leaders, providing personal insight and driving leadership development.

St John of God Health Care ranked in the top three WA hospital service providers in the 2025 AMA Hospital Health Check, with 94 percent of Doctors in Training recommending us as a place to work and train - reflecting our commitment to professional development, wellbeing and a Values-led culture.





# Social responsibility

At St John of God Health Care, our social responsibility is a living expression of our Mission to continue the healing work of Jesus Christ.



Grounded in Catholic Social Teaching and our Vision, we are committed to being a responsible corporate citizen that acts with integrity, care and purpose. We do not operate in isolation but in partnership with the communities we serve, striving to deliver more than health care by fostering wellbeing, justice and dignity in every encounter.

## Advancing our reconciliation journey

The first year of our Innovate Reconciliation Action Plan 2024-2026 marked a significant shift towards authentic, sustained and culturally grounded reconciliation efforts across our organisation. Key achievements this year:

- Launch of the Aboriginal Employment Framework to support career pathways.
- Strengthening of community partnerships with a dedicated Reconciliation Program Manager role.
- Expansion of cultural awareness training across the organisation.
- Introduction of culturally safe initiatives including RAP Chats, Yarn Forums, cultural immersion events and Aboriginal advisory groups.

- Provision of scholarships to Aboriginal medical students and hosting Aboriginal and Torres Strait Islander interns through the Career Trackers program.
- Introduction of Born on Whadjuk Boodja cards to maternity services.

## Building a safe, diverse and inclusive workplace and community

Creating a safe, respectful and inclusive environment for all caregivers is central to our identity as a Catholic organisation. We strive to build a workplace that reflects the communities we serve and where every caregiver is valued.

In the past year, we supported caregivers experiencing hardship with \$110,000 in assistance through our Caregivers Facing Hardship Policy.

This included both special leave and direct financial support, enabling caregivers to navigate challenging circumstances with dignity.

We uphold responsible labour practices, provide safe and equitable workplaces and maintain zero tolerance for discrimination or harassment.

Our employment practices, development and education opportunities are prioritised to promote a workforce that is diverse, skilled and committed to our Mission.

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## \$722,000

funding provided for 30 initiatives via Community Responsibility initiatives at our hospitals and services and in the Asia-Pacific region. Many of these initiatives range from small projects within local communities to international efforts that focus on addressing unmet need.

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## \$110,000

allocated to provide practical and wellbeing support to eligible caregivers facing significant hardship. Assistance provided is specific to the individual needs and circumstances of impacted caregivers. This policy enables access to cash payments and/or special leave and reflects our Values while recognising the unique dignity of every caregiver.



## Social outreach

# \$29.1m

of free or low-cost services  
delivered to those most  
in need

# 22,732

nights of stable  
accommodation for people  
at risk of homelessness

# 1,230

people supported to reduce  
or stop their alcohol and  
drug use

## Community responsibility and support

Our Vision is explicit in that we have a responsibility to those most in need. We continued to support vulnerable communities in 2024-25 by delivering free or low-cost community and social outreach services.

In the last year we delivered \$29.1 million dollars of free or low-cost services to those in need across 56 locations to 5,946 individuals. This included 22,732 nights of stable accommodation for people at risk of homelessness, 28,104 counselling sessions and 1,230 people who were supported to reduce or stop their alcohol and drug use.

Internationally, we continued to strengthen health and education capacity through partnerships that extend our Mission beyond Australian borders. Over the last year we had 457 nurses and midwives participate in core competency training through our Nursing and Development Program in Timor-Leste and continued to support local leadership and management.

## Responsibility in our operations

We continue to ensure that our operations and partnerships reflect our Values and meet the highest standards of governance and ethics.

These principles extend to our business partners, all of whom are expected to meet or actively work towards the same high standards. These include the abolition of child, forced or illegal labour, prohibition of discrimination and harassment, and compliance with health and safety regulations.

In the past year, we updated key governance policies, including our Modern Slavery Policy, Whistleblower Policy and Fraud and Corruption Control Plan. In the next year, we will introduce anti-bribery and anti-corruption training to further strengthen integrity across the organisation.

We are proud to report measurable progress, and in 2024 we achieved a 9 percent improvement in our modern slavery maturity index, reaching 91 percent against a target of 50 percent.



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# 130

**health managers have graduated from our leadership programs in Timor-Leste over the last 20 years, supporting lasting improvements in quality, standards and governance**

This year marks 20 years of partnership between St John of God Health Care and the Timor-Leste Ministry of Health, focused on improving patient care and health outcomes.

Since 2004, our programs have strengthened clinical and leadership capacity across the country, with every nurse and midwife at Hospital Nacional Guido Valadares completing St John of God training.







# Accord

**Established:** 1953

**Locations:** 54 sites in Melbourne's northern, eastern, western and southern suburbs

**Chief Executive Officer:**  
Rebecca Cattermole

**Caregivers:** 534

**Clients:** 817

**Services:** St John of God Accord partners with people with disabilities to empower them to live a great life, with a full range of tailored services. This includes short- and long-term accommodation, skill-building services and specialist allied health. St John of God Accord is a registered National Disability Insurance Scheme (NDIS) provider operating across the Melbourne metropolitan region.



## Key achievements

- **New specialist disability homes:**  
Welcomed new and existing clients to seven new contemporary and accessible homes through a third party housing partner, supporting current demand and future growth.
- **Clients in the driver's seat:**  
Developed sector-leading Client Inclusion initiatives, including a tailored Client Engagement Framework and roll out of training to clients, families and caregivers.
- **Hospitality through community engagement:**  
Celebrated International Day of People with Disability by hosting expert talks, client musical performances and lived experience panels on mental health and disability.
- **Respite service refresh:**  
Refreshed two respite homes with new flooring, paint and furniture creating beautiful, functional spaces for skill building and family respite, thanks to the St John of God workplace giving program.
- **Connecting more than ever:**  
Expanded reach and business development activity, resulting in a 39 percent increase in service enquiries and a more prominent and influential voice in the sector.

## Year ahead

- **Systems uplift:**  
Implement a new rostering, time and attendance system, complete the Microsoft 365 rollout, and enhance client outcomes reporting.
- **Dental and health equity:**  
Deliver targeted projects to reduce the disparities in access to health and dental support for people with intellectual disabilities.
- **Website redevelopment:**  
Launch a new, accessible website to showcase services, strengthen referral pathways, and elevate brand and voice representation.
- **Housing growth and innovation:**  
Advance the growth and renewal of housing options to better serve new and existing clients.

# Ballarat Hospital



## Key achievements

- **Opening of major facilities:**  
Celebrated a major milestone with the official opening of the Wexford Wing, two new operating theatres, St Brigid's Ward and the hospital's new Intensive Care Unit (ICU), significantly increasing our clinical capacity.
- **Introduction of robotic surgery:**  
Performed the first surgery using the da Vinci Surgical Operating System in February 2025, offering patients in the Ballarat region minimally invasive surgical options for urological, colorectal and thoracic procedures.
- **Strengthening health care in Tonga:**  
Delivered vital skills training and clinical support to the Tongan health system through our participation in the Tonga Twinning Program focusing on wound care, clinical governance, medical records, radiology and maternity services.
- **Marking 110 years of care:**  
Celebrated 110 years of continuous service to the Ballarat community, reflecting more than a century of delivering hospital care.

## Year ahead

- **Outdoor café and garden spaces:**  
Complete the development of outdoor café and garden wellbeing areas to provide patients, visitors and caregivers with peaceful spaces for rest and reflection.
- **Oncology quiet room upgrade:**  
Improve the quiet room within the Oncology Unit to better support the wellbeing of patients and their families during treatment and recovery.
- **Oncology Management System:**  
Introduce Charm®, a system that connects all aspects of a patient's cancer treatment into a single digital record, to enhance the safety, accuracy and management of medications for cancer patients.

**Established:** 1915

**Location:** 101 Drummond Street North, Ballarat, Victoria

**Chief Executive Officer:**  
Maria Noonan

**Medical Advisory Chair:**  
Dr Mark Guirguis

**Caregivers:** 1,122

**Beds:** 256

**Theatres and procedure rooms:**  
Seven operating theatres, one endoscopy room, one catheter laboratory

**Accredited doctors:** 214

**Doctors directly employed:** 27

**Services:** ED, ICU/CCU, interventional cardiology, bariatric surgery, colorectal, chemotherapy, endoscopy, ENT, gastroenterology, general medicine, general surgery, gynaecology, immunology and infections, neurosurgery (including spinal), oncology, ophthalmology, orthopaedics, plastics, sleep studies, urology, vascular surgery, obstetrics, special care nursery, post natal, palliative care, rehabilitation.

**Patient Net Promoter Score at 30 June:** 79.3

# Bendigo Hospital

**Established:** 1961

**Location:** 133-145 Lily Street,  
Bendigo, Victoria

**Chief Executive Officer:**  
Michael Hogan

**Medical Advisory Chair:**  
Dr Joris Mekel

**Caregivers:** 652

**Beds:** 167

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

**Accredited doctors:** 218

**Doctors directly employed:** 22

**Services:** ICU/CCU, interventional cardiology, bariatric surgery, colorectal, cosmetics, chemotherapy, endoscopy, ENT, gastroenterology, general medicine, general surgery, gynaecology, immunology and infections, neurosurgery including spinal, oncology, ophthalmology, orthopaedics, plastics, urology, vascular surgery, obstetrics, special care nursery, post natal, palliative care, rehabilitation.

**Patient Net Promoter Score at 30 June:** 85.1



## Key achievements

- **New surgical robot:**  
Fundraised for the purchase of a da Vinci Surgical Operating System and conducted first case on 12 March 2025 with 30 cases completed by 30 June 2025 across five active surgeons.
- **Improved assessment of heart-related conditions:**  
Launched Cardiac Assessment Unit (CAU) service allowing for rapid assessment and treatment of heart-related conditions with 105 referrals, 85 admissions and 30 procedures in first six months.
- **New Palliative Care Collaborative service:** Secured a service level agreement with Bendigo Health and the Loddon Mallee Palliative Care Consortium. The service was launched on 25 June 2025.
- **Executive milestones:**  
Welcomed Adam Woods as our new Director of Finance in September 2024 and celebrated Anna Hill, Director of Marketing and Business Development, who was recognised as Leader of the Year at the 2025 Bendigo Bank and Be.Bendigo Business Excellence Awards.
- **Visiting medical officer recruitment:**  
Successfully attracted and recruited 12 new doctors filling important specialty gaps.

## Year ahead

- **Day Infusion Centre expansion:**  
Deliver additional day chemotherapy chairs, catheter and pathology laboratories and additional theatre space.
- **Digital solution implementation:**  
Improve theatre consumables reporting with the Theatre Information Management System (TIMS).
- **Oncology Management System:**  
Introduce Charm®, a system that connects all aspects of a patient's cancer treatment into a single digital record, to enhance the safety, accuracy and management of medications for cancer patients.
- **Enhance pathology services:**  
Establish a new onsite Pathology Laboratory.
- **Visiting medical officer recruitment:**  
Continue doctor recruitment focus with key specialties.



# Berwick Hospital



## Key achievements

- **Digital oncology support:**  
Launched the Skye app for day oncology patients to optimise their treatment experience.
- **Sustainability leadership:**  
Established an Environmental Sustainability Committee to guide and implement environmentally responsible practices.
- **Long service recognition:**  
Celebrated caregiver Sally Joustra (After Hours Hospital Coordinator) for 40 years of dedicated service.
- **Auxiliary milestone celebration:**  
Marked the Hospital Auxiliary's 70th Annual General Meeting (AGM), recognising their enduring support.
- **Oncology Management System:**  
Introduced Charm®, a system that connects all aspects of a patient's cancer treatment into a single digital record, to enhance the safety, accuracy and management of medications for cancer patients.
- **Caregiver memorial:**  
Installed a memorial wall to honour and remember caregivers and volunteers who have passed away.

## Year ahead

- **Dialysis services:**  
Develop fundraising and service plan to establish a new Dialysis Unit.
- **Regional care growth:**  
Position St John of God Berwick Hospital as a leading health care provider for residents of Gippsland through targeted service development.
- **Palliative care strategy:**  
Collaborate with St John of God Frankston Rehabilitation Hospital to develop a comprehensive palliative care strategy for the South East Melbourne community.
- **Self-funded access:**  
Launch new self-funded patient packages to extend service access to patients without private health insurance.

**Established:** 1910

**Location:** 75 Kangan Drive, Berwick, Victoria

**Chief Executive Officer:**  
Lisa Norman

**Medical Advisory Chair:**  
Dr Mark Tarrant

**Caregivers:** 993

**Beds:** 202

**Theatres and procedure rooms:**  
Eight operating theatres, one catheter laboratory

**Accredited doctors:** 945

**Doctors directly employed:** Five

**Services:** HDU, ICU/CCU, interventional cardiology, bariatric surgery, colorectal, cosmetics, chemotherapy, endoscopy, ENT, gastroenterology, general medicine, general surgery, gynaecology, interventional vascular, interventional radiology, immunology and infections, neurosurgery (including spinal), oncology, ophthalmology, orthopaedics, plastics, urology, vascular surgery, obstetrics, special care nursery, post natal, palliative care, rehabilitation, psychiatry, paediatrics surgery.

**Patient Net Promoter Score at 30 June:** 90.8

# Bunbury Hospital

**Established:** 1927

**Location:** Cnr Robertson Drive and Bussell Hwy, Bunbury, Western Australia

**Chief Executive Officer:**  
Jack Harding

**Medical Advisory Chair:**  
Dr Brendan O'Dea

**Caregivers:** 584

**Beds:** 145

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

**Accredited doctors:** 267

**Doctors directly employed:** 14

**Services:** Interventional cardiology, bariatric surgery, colorectal, chemotherapy, endoscopy, ENT, gastroenterology, general medicine, general surgery, gynaecology, immunology and infections, oncology, ophthalmology, orthopaedics, plastics, sleep studies, urology, vascular surgery, palliative care, specialist palliative care, paediatrics surgery.

**Patient Net Promoter Score at 30 June:** 78.8

## Key achievements

- **Direct admission pathways:**  
Implemented new pathways through partnerships with General Practitioners, Greater Bunbury Medicare Urgent Care Clinic and My Emergency Doctor.
- **Jubilee Year celebration:**  
Selected as a site to open and bless a Door of Hope at the hospital chapel, aligning with Pope Francis' 2025 Jubilee Year of Hope.
- **Endoscopy upgrade:**  
Completed the upgrade of theatre endoscopy reprocessing facilities, supporting improved efficiency and safety.
- **Specialist service growth:**  
Expanded clinical offering with the appointment of a new Colorectal Nurse Specialist, Wound Care Nurse, and specialists in vascular, plastics, pain management and geriatric care.
- **GP education partnership:**  
Delivered the first collaborative General Practitioner (GP) education event with Bunbury Regional Hospital.

## Year ahead

- **Specialist service expansion:**  
Expand ophthalmology and vascular services to meet regional demand and improve access to high-quality specialist care.
- **Oncology Management System:**  
introduce Charm®, a system that connects all aspects of a patient's cancer treatment into a single digital record, to enhance the safety, accuracy and management of medications for cancer patients.
- **Patient and caregiver experience:**  
Upgrade hospital facilities and services to enhance the private patient experience, while prioritising caregiver wellbeing to strengthen retention and workplace culture.
- **Strategic recruitment and workforce planning:**  
Continue targeted recruitment efforts to secure essential specialist medical staff.
- **Health campus and contract collaboration:**  
Progress South West Health Campus redevelopment in partnership with Bunbury Regional Hospital and strengthen partnership and service integration with WA Country Health Service (WACHS).
- **Theatre capacity expansion:**  
Commence feasibility planning for the expansion of surgical services at St John of God Bunbury Hospital and the proposed Vasse Day Hospital.



# Frankston Rehabilitation Hospital



## Key achievements

- **Caregiver engagement:**  
Achieved a significantly high overall mean score in the St John of God Health Care caregiver culture and engagement survey, reflecting a strong, Values-based organisational culture and high levels of caregiver satisfaction.
- **Accreditation success:**  
Completed the Short Notice Assessment with no recommendations or not mets, demonstrating excellence in clinical governance, safety, and quality standards.
- **Patient experience excellence:**  
Achieved a Net Promoter Score of 86.3, underscoring a consistently positive experience for patients and their families across all services.
- **Same day service growth:**  
Delivered a 33 percent increase in same day patient activity, improving efficiency and meeting the rising demand for short-stay interventions.
- **Palliative care expansion:**  
Continued to grow and strengthen palliative care services, supporting patients with complex needs and providing compassionate end-of-life care.

## Year ahead

- **Palliative care strategy planning:**  
Partner with St John of God Berwick Hospital to co-develop a comprehensive palliative care strategy that addresses the evolving needs of communities in South East Melbourne.
- **Lymphoedema service development:**  
Launch a dedicated lymphoedema clinic to provide specialised treatment and support for patients managing chronic lymphatic conditions.
- **Inpatient growth focus:**  
Drive targeted growth in inpatient occupancy, with a focus on expanding rehabilitation and palliative care capacity to meet increasing demand.
- **Same day service expansion:**  
Continue investing in and refining same day services to offer more responsive, accessible and efficient care pathways for patients.

**Established:** 1977

**Location:** 255-265 Cranbourne Road, Frankston, Victoria

**Chief Executive Officer:**  
Lisa Norman

**Medical Advisory Chair:**  
Dr Mark Tarrant

**Caregivers:** 198

**Beds:** 60

**Theatres and procedure rooms:**  
None

**Accredited doctors:** 34

**Doctors directly employed:** One

**Services:** Palliative care, rehabilitation.

**Patient Net Promoter Score at 30 June:** 86.3



# Geelong Hospital

**Established:** 1905

**Location:** 80 Myers Street,  
Geelong, Victoria

**Chief Executive Officer:**  
Stephen Roberts

**Medical Advisory Chair:**  
Mr Richard Grills

**Caregivers:** 1,250

**Beds:** 284

**Theatres and procedure rooms:**  
13 theatres, two cardiac interventional  
laboratories

**Accredited doctors:** 337

**Doctors directly employed:** 55

**Services:** ED, ICU/CCU, interventional  
cardiology, bariatric surgery,  
cardiothoracic, colorectal,  
cosmetics, chemotherapy,  
endoscopy, ENT, gastroenterology,  
general medicine, general surgery,  
gynaecology, immunology and  
infections, neurosurgery (including  
spinal), oncology, ophthalmology,  
orthopaedics, plastics, sleep  
studies, urology, vascular surgery,  
obstetrics, special care nursery, post  
natal, palliative care, rehabilitation,  
paediatrics surgery.

**Patient Net Promoter Score  
at 30 June:** 83.4



## Key achievements

- **Robotic cardiac surgery:**  
Performed first robotic cardiac procedure in regional Australia for assisted mammary harvest and coronary artery bypass grafting, showcasing innovation and surgical leadership.
- **Surgical inventory:**  
Introduced the Theatre Information Management System (TIMS) to streamline inventory processes, improve efficiency and support seamless theatre operations.
- **Maternity refurbishment:**  
Finalised stage two of the maternity unit refurbishment, enhancing comfort, safety, and quality of care for mothers and newborns.
- **Visiting medical officer engagement:**  
Achieved a world-class Net Promoter Score for visiting medical officer satisfaction and engagement for the second consecutive year.
- **General Practitioner (GP) education:**  
Conducted 10 GP education events and 30 face-to-face lunch-and-learn sessions to strengthen referral pathways and build collaboration with specialists.

## Year ahead

- **Future service planning:**  
Explore growth opportunities and develop new services in response to evolving community needs, continuing our journey in partnership with those we serve.
- **Clinical governance enhancement:**  
Deepen focus on patient safety and clinical excellence to support improved patient outcomes and experiences.
- **Culture and caregiver support:**  
Continue to foster a Values-driven culture where relationships, connection and support will empower caregivers to thrive and deliver our Mission.

# Geraldton Hospital



## Key achievements

- **Services in high-demand areas:** Significant increases in day-only procedures, including a 21 percent increase in endoscopy, a 67 percent increase in urology, and a 41 percent increase in oncology services. These results were supported by the strategic expansion of the minor procedure room.
- **Collaboration with public health:** Strengthened our working relationship with WA Country Health Service (WACHS).
- **Enhanced maternity care:** Resolved our maternity workforce challenges and supported 170 mothers and babies during the year, despite reduced capacity during a six-week infrastructure upgrade.
- **Exemplary licensing outcome:** Successfully achieved licensing through the Licensing and Accreditation Regulatory Unit (LARU).
- **Growth in patient activity:** Increased total patient discharges (separations) from 7,772 in the 2024 financial year to 7,954 in 2025, a three percent increase and 72 percent above expectations.

## Year ahead

- **Perioperative redevelopment benefits:** Expand the use of the upgraded minor procedure room to support ophthalmology and dental procedures in addition to endoscopy.
- **Ambulatory care:** Introduce new pathways to optimise inpatient bed use for medical and surgical patients.
- **Patient experience:** Continue to embed and improve the CARE model (Concerned, Acknowledge, Refocus, Establish plan, Escalate) to enhance every patient interaction.
- **Caregiver and visiting medical officer engagement:** Build a culture of collaboration and professional growth by enhancing relationships across all teams.
- **Workforce capability:** Invest in upskilling caregivers, including nursing, medical and midwifery staff, to improve access to local maternity, surgical and acute care services.

**Established:** 1935

**Location:** 12 Hermitage Street, Geraldton, Western Australia

**Chief Executive Officer:** Phillip Balmer

**Medical Advisory Chair:** Dr Aman Singh

**Caregivers:** 198

**Beds:** 60

**Theatres and procedure rooms:** Two operating theatres, one minor procedure room

**Accredited doctors:** 90

**Doctors directly employed:** One

**Services:** Colorectal, chemotherapy, endoscopy, ENT, gastroenterology, general medicine, general surgery, gynaecology, immunology and infections, oncology, ophthalmology, orthopaedics, plastics, urology, vascular surgery, obstetrics, special care nursery, NICU (Neonate intensive care), post natal, palliative care, paediatrics medicine, paediatrics surgery.

**Patient Net Promoter Score at 30 June:** 87

# Hauora Trust

**Established:** 2008

**Location:** New Zealand

**Chief Executive Officer:**  
Sarah Hillier

**Caregivers:** 307

**Accommodation capacity:** 136

**Services:** Health and Ability Services delivers residential care and support services for people living with physical and neurological disability in Canterbury and Wellington. Community, Youth and Child Services delivers wrap-around services to vulnerable young people and their whānau. Supports include social work, mental health and wellbeing counselling, pregnancy and parenting services, adventure therapy for youth at risk and young people who have offended, and an early childhood centre, Little Owls Preschool.

## Key achievements

- **Accident Compensation Corporation contract:** Secured a new contract with the Accident Compensation Corporation (ACC), commencing July 2025, to deliver complex community-based rehabilitation and therapy under the Training for Independence service model.
- **Operational review:** Completed the 2025 Health and Ability Services Operational Review, outlining strategic recommendations to strengthen service delivery and align with sector trends and expectations.
- **Government engagement:** Coordinated a government relations and engagement program following the cessation of Youth Reintegration services in Canterbury, including the publication of an independent Social Impact Assessment.
- **Strategic plan:** Developed the St John of God Hauora Trust Strategic Plan 2025+ in alignment with St John of God Health Care's overarching strategy, fostering leadership and caregiver engagement in delivering the shared Mission.
- **Tikanga Māori:** Continued to progress cultural development initiatives under the guidance of Kaumatua (Māori Cultural Advisor) Henare Te Karu, including hapū engagement and ongoing caregiver development in Tikanga Māori.
- **Financial sustainability:** Achieved a revised surplus target for the financial year, navigating concurrent changes in disability and social sector funding and policy.

## Year ahead

- **Brand identity review:** Complete the Brand Review Project to ensure St John of God Hauora Trust services reflect our Mission and demonstrate a visible commitment to Te Tiriti o Waitangi (Treaty of Waitangi).
- **Client voice integration:** Implement the Client Voice Project to better understand client journeys and embed feedback into service design, delivery and quality improvement processes.
- **Disability service model definition:** Coordinate the development of a Residential Disability Service Model that reflects the voices of people we support and their whānau, defining our distinctive approach within the disability sector.
- **Youth reintegration advocacy:** Respond to unmet needs of young people involved in the justice system through future service development, engagement, advocacy and fundraising efforts.
- **Site development planning:** Identify opportunities for staged growth including co-located services, shared facilities, adaptive infrastructure, and the development of smaller, community-based accommodation options including future planning for the use of the Halswell Chapel.





# Healthcare at Home



## Key achievements

- **New health fund partnership:**  
Secured a new health fund contract with Bupa to support chemotherapy and infusion services delivered in the home, expanding access to hospital-level care in more comfortable, convenient settings and strengthening capacity to deliver flexible, patient-centred models of care.
- **Flexible rehabilitation:**  
Developed a flexible Rehabilitation at Home service that meets individual patient needs and aligns with the expectations of surgeons, physicians and health funds, supporting earlier discharge and expert multidisciplinary care.
- **Enabling technology:**  
Integrated technology to improve caregiver safety, streamline patient communication and admission processes, strengthen escalation pathways, and support efficient administration and clinical documentation.
- **National accreditation:**  
Successfully achieved accreditation against the National Safety and Quality Health Service Standards (second edition) with no recommendations.
- **Improved caregiver engagement:**  
Achieved a 78 percent caregiver sentiment score, reflecting strong engagement and a shared commitment to safe, high-quality care across all teams.

## Year ahead

- **Care model integration:**  
Explore new models of integrated care, including mental health and palliative care, in line with the St John of God Health Care strategy to deliver holistic, person-centred support.
- **Workforce development:**  
Invest in caregiver professional development to support clinical excellence, team connection and a Values-driven workforce.
- **Consumer engagement:**  
Strengthen consumer engagement practices by co-designing services and implementing health fund contracts to reflect the needs and preferences of the people we care for.
- **Services access expansion:**  
Negotiate new and renewed contracts to expand access to chemotherapy, medical infusions and rehabilitation services at home.
- **Strategic partnership expansion:**  
Boost strategic partnerships to expand Healthcare at Home services, drive innovation, and better support community health and wellbeing.

**Established:** 2009

**Locations:** Ballarat, Bendigo, Berwick, Bunbury, Geelong, Mandurah, Midland, Murdoch, Osborne Park

**Chief Executive Officer:**  
Leanne Merchant

**Caregivers:** 174

**Services:** Home care services that include general post-acute nursing, personal care, chemotherapy and infusions, complex wound and stoma care, midwifery and lactation support, and allied health services.

**Patient Net Promoter Score at 30 June:** 81.5

# Langmore Centre

**Established:** 2022

**Location:** 3 Gibb Street, Berwick, Victoria

**Chief Executive Officer:**  
Lisa Norman

**Medical Advisory Chair:**  
Dr Mark Tarrant

**Caregivers:** 155

**Beds:** 60

**Theatres and procedure rooms:**  
One electroconvulsive therapy suite  
and 2 TMS chairs

**Accredited doctors:** 34 psychiatrists

**Doctors directly employed:** One  
Director of Medical Services

**Services:** Drug & alcohol, psychiatry

**Patient Net Promoter Score  
at 30 June:** 65.5



## Key achievements

- **New specialised inpatient unit:**  
Opened the Emergency Services and Defence Trauma Recovery Unit in March 2025, with inpatient and day program support designed to meet the unique needs of emergency services and defence personnel experiencing trauma.
- **Adult Attention Deficit Hyperactivity Disorder (ADHD) program:**  
Introduced an inpatient and day program in January 2025 focused on the diagnosis and treatment of adult ADHD, streamlining access to timely care.
- **Community mental health education:** Conducted five free mental health workshops during Mental Health Month in October 2024, aimed at raising awareness and building resilience within the community.
- **Art for Wellness initiative:**  
Facilitated free community Art for Wellness sessions to promote mental health awareness and creative expression as a tool for wellbeing.
- **Record occupancy:**  
Reached 100 percent occupancy in June 2025 for the first time since opening in August 2022, demonstrating increased community demand and service recognition.

## Year ahead

- **Innovative models of care:**  
Develop and trial new models to improve access to psychiatric support, addressing the national shortage of psychiatrists.
- **Enhanced trauma support programs:**  
Expand the Emergency Services and Defence Trauma program to provide greater capacity and tailored community-based services.
- **Program expansion to meet demand:**  
Commence a suite of new day programs to support service growth and respond to emerging mental health needs within the community.
- **Regional service growth:**  
Expand outreach and service delivery across the Gippsland region to better support rural and regional populations.
- **Greater accessibility through self-funded care:** Launch self-funded care packages to improve mental health service access for individuals without private health insurance.

# Marillac



## Key achievements

- **Expanded housing options:** Progressed housing refresh by commissioning two new fully accessible homes, enhancing our ability to provide inclusive accommodation and support for more individuals in the community.
- **Improved client understanding of services:** Strengthened client and family education regarding housing and support choices, empowering more informed decision making.
- **National Disability Insurance Scheme (NDIS) accreditation:** Successfully achieved accreditation against the NDIS Practice Standards, with no unmet requirements or recommendations demonstrating our commitment to quality care.
- **Assistive technology supporting independence:** Continued the implementation of IntelliCare, a camera-free sensor technology that monitors daily trend data to promote client safety and support dignified, independent living.

## Year ahead

- **Exploration of tech-based care solutions:** Undertake a comprehensive review of assistive technology implementation to assess broader roll out across the portfolio, ensuring innovative support remains embedded in client care.

**Established:** 1943

**Locations:** Metropolitan Melbourne

**Chief Executive Officer:**  
Michael Hogan

**Caregivers:** Four

**Specialist disability homes across metropolitan Melbourne:** 28

**Services:** Specialist disability accommodation for 65 people living with disabilities in 28 homes across metropolitan Melbourne

# Midland Public and Private Hospitals

**Established:** 2015

**Location:** 1 Clayton Street, Midland, Western Australia

**Chief Executive Officer:**  
Paul Dyer

**Midland Senior Doctors Forum:**  
Dr Tim Bates

**Doctors in Training Consultative Committee Chair:** Dr Xin Nee Chua

**Caregivers:** 3,124

**Beds:** 367

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

**Accredited doctors:** 399

**Doctors directly employed:** 282

**Services:** ED, HDU, ICU/CCU, bariatric surgery, colorectal, chemotherapy, endoscopy, ENT, gastroenterology, general medicine, general surgery, gynaecology, immunology and infections, oncology, ophthalmology, orthopaedics, pain medicine, plastics, sleep studies, urology, vascular surgery, obstetrics, special care nursery, post natal, palliative care, rehabilitation, psychiatry, paediatrics medicine, paediatrics surgery.

**Patient Net Promoter Score at 30 June:** 69.5

## Key achievements

- **Government funding commitment:** Secured \$355 million in combined Federal and State Government funding to expand the hospital. The pledge includes \$155 million from the State Government to expand the Emergency Department and a further \$200 million to grow inpatient and outpatient services.
- **Expansion of Aboriginal maternity care:** Significantly expanded the Moort Boodjari Mia Aboriginal Maternity Service to meet increasing community demand. The expansion, jointly funded by the Government of Western Australia and the Stan Perron Charitable Foundation, was delivered in partnership with East Metropolitan Health Service. A mobile outreach service will further support regional access.
- **Ear, Nose and Throat (ENT) program launch:** Delivered the first round of surgeries under the new Midland Aboriginal ENT Surgical Program in August 2024. The program improves access to culturally appropriate ENT procedures for Aboriginal children, addressing long wait times, costs and service gaps in rural and remote areas.
- **Progress on new private hospital:** Advanced planning and design of the new St John of God Midland Private Hospital. Once completed, the hospital will more than double private bed capacity in the area and allow the existing site to operate fully as a public hospital from 2026. (In June 2023, the Western Australian State Government triggered their contractual right to purchase the 60 private beds for public patient use, effective from 1 July 2026. This will result in the current hospital campus becoming a fully public 367-bed public hospital in the 2026-27 financial year.)
- **Health Justice Partnership extension:** Renewed the Health Justice Partnership with the Midland Information Debt and Legal Advocacy Service (MIDLAS) for another three years. The program has supported more than 100 patients and caregivers experiencing family or domestic violence with free, confidential legal help within the hospital.

## Year ahead

- **Hospital expansion planning:** Partner with government to progress detailed plans for the upcoming expansion.
- **Private hospital service transfer:** Prepare for the transition of private services to the new St John of God Midland Private Hospital in mid-2026.
- **10-year celebration:** Commemorate 10 years of St John of God Health Care in Midland with community events in late 2025.





# Mt Lawley Hospital



## Key achievements

- **Collaborative partnerships:**  
Strengthened partnerships with St John of God Midland Public Hospital and Royal Perth Hospital to support surgical waitlist reduction initiatives, contributing to improved access to timely care for public patients.
- **Orthopaedics services growth:**  
Achieved a 179 percent increase in joint replacement surgery compared to the previous financial year. Celebrated one year of robotic-assisted surgery and opened a dedicated orthopaedic ward in August 2024.
- **Look Closer campaign success:**  
Launched a six-month campaign to increase awareness of St John of God Mt Lawley Hospital services and reinforce our identity within the local community.
- **Record Net Promoter Score (NPS):**  
Achieved a patient NPS of 85.4 in May 2025, reflecting the outstanding care, compassion and overall patient experience delivered by our caregivers.

## Year ahead

- **Private day therapy implementation:**  
Launch a dedicated private day therapy unit, offering personalised rehabilitation services to support patients in their recovery journey.
- **Expand private medical services:**  
Focus on growing private medical services, including the introduction of a virtual emergency department.
- **Expand acute surgical services:**  
Continue to increase access to acute surgical options for the community and strengthen our role as a trusted provider of timely, high quality surgical care.
- **Grow partnership with Healthcare at Home:** Collaborate with Healthcare at Home to explore mental health service options for the future.

**Established:** 1937

**Location:** Thirlmere Road, Mt Lawley, Western Australia

**Chief Executive Officer:**  
Vanessa Unwin (to June 2025)  
Dilwyn Griffiths (from June 2025)

**Medical Advisory Chair:**  
Dr Paul McRae

**Caregivers:** 807

**Beds:** 197

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

**Accredited doctors:** 515

**Doctors directly employed:** 29

**Services:** Bariatric surgery, colorectal, cosmetics, endoscopy, ENT, gastroenterology, general medicine, general surgery, gynaecology, orthopaedics, pain management, plastics, urology, rehabilitation, psychiatry, paediatrics surgery.

**Patient Net Promoter Score at 30 June:** 81.7

# Murdoch Hospital

**Established:** 1994

**Location:** Barry Marshall Parade,  
Murdoch, Western Australia

**Chief Executive Officer:**  
Ben Irish

**Medical Advisory Chair:**  
Mr Jeff Thavaseelan

**Caregivers:** 2,355

**Beds:** 525

**Theatres and procedure rooms:**  
18 operating theatres, six endoscopic procedure rooms, two angiography procedure rooms, two operating suites in Surgicentre

**Accredited doctors:** 785

**Doctors directly employed:** 72

**Services:** ED, HDU, ICU/CCU, interventional cardiology, bariatric surgery, thoracic, colorectal, cosmetics, chemotherapy, endoscopy, ENT, gastroenterology, general medicine, general surgery, gynaecology, immunology and infections, neurosurgery (including spinal), oncology, ophthalmology, orthopaedics, plastics, sleep studies, urology, vascular surgery, obstetrics, special care nursery, post natal, palliative care, specialist palliative care, paediatrics surgery.

**Patient Net Promoter Score at 30 June:** 78.6



## Key achievements

- **Patient safety prioritisation:** Introduced the CARE model (Concerned, Acknowledge, Refocus, Establish plan, Escalate) enhancing patient safety and supporting caregivers' psychological wellbeing.
- **Emergency Department upgrade:** Opened the newly refurbished Emergency Department in October 2024, improving patient flow and care experience.
- **Theatre expansion:** Opened two new theatres in February 2025, allowing for more theatre lists and increased surgical activity.
- **Orthonova Orthopaedic Hospital construction:** Commenced construction of the Orthonova Orthopaedic Hospital in June 2025 to expand specialised surgical services.
- **National accreditation:** Passed hospital accreditation against the National Safety and Quality Health Service (NSQHS) Standards in June 2025.

## Year ahead

- **Orthonova Orthopaedic Hospital development:** Development of the Orthonova Orthopaedic Hospital to expand access to specialised surgical care.
- **Hospital campus growth:** Continued expansion of the Murdoch campus, including the planning for a new multi-level car park.
- **Public sector collaboration:** Deepen engagement with South Metropolitan Health Service to support the development of the new Women and Babies Hospital and ease elective surgery waitlist pressures.

# Social Outreach

## Key achievements

- **Service delivery:**  
Provided \$29.1 million in services to 5,946 individuals in need.
- **Rebranding:**  
Supported Commonwealth Government rebranding of Head to Health services to Medicare Mental Health Centres delivered by St John of God Health Care.
- **Facility developments:**  
Successfully relocated Raphael Services to a new, more accessible office in Geelong and completed refurbishment of the South West Community Alcohol and Drug Service office in Bunbury.
- **Commitment to Reconciliation:**  
Took steps to support Reconciliation through the launch of the Social Outreach Reconciliation Action Plan Committee.
- **Model of care and outcomes evaluation:** Commenced revision and updating of models of care for community mental health and progressed development of Horizon House Monitoring and Evaluation Framework.
- **20th anniversary:**  
Celebrated two decades of capacity strengthening programs in Timor-Leste to build and strengthen sustainable health systems.
- **Workforce:**  
Implemented a formal caregiver recognition program and finalised a project to incorporate Social Outreach caregivers as a party to the relevant Enterprise Agreements (EA) as and when they are renegotiated.

## Year ahead

- **Consumer focus:**  
Develop sustainable pathways to ensure the voice of the consumer is integrated into all aspects of service design, delivery and evaluation.
- **Technology integration:**  
Advance initiatives for technology solutions to enhance data visibility for internal and external stakeholders and operational effectiveness and efficiency.
- **Evaluation frameworks:**  
Continue design and embedding of formal monitoring and evaluation frameworks for each service to measure and assess social impact.
- **Workforce development:**  
Continue activities to cultivate a safe, engaged, empowered and accountable workforce to meet the changing needs of consumers.
- **New service:**  
Open new Horizon House in Western Australia, providing safe, stable accommodation and support for young parents through pregnancy and as they adjust to life with a baby.
- **Quality Improvement:**  
Transition accreditation standards to National Safety and Quality Mental Health Standards for Community Managed Organisations.

For more information on international health initiatives (including adherence to the ACFID Code of Conduct, financials, initiatives and evaluations), please visit [www.sjog.org.au/internationalhealth](http://www.sjog.org.au/internationalhealth)



**Established:** 2002

**Locations:** 56 locations in Western Australia, New South Wales, Victoria, Timor-Leste and Papua New Guinea

**Chief Executive Officer:**  
Susan Cantwell

**Caregivers:** 246

### Services:

#### Community mental health services

Medicare Mental Health Centres, Raphael Services (perinatal and infant), Mental Wellbeing Services, Drug and Alcohol Withdrawal Network, and South West Community Alcohol and Drug Service

#### Homelessness and support services

Horizon House (youth) and Casa Venegas (adult)

#### Health system capacity strengthening

International health development programs in Timor-Leste and Papua New Guinea

# Richmond Hospital

**Established:** 1952

**Location:** 177 Grose Vale Road, North Richmond, New South Wales

**Chief Executive Officer:**  
Jonathan Holt

**Medical Advisory Chair**  
Dr Jeffrey Bertucen

**Caregivers:** 191

**Beds:** 112

**Theatres and procedure rooms:**  
Electroconvulsive therapy (ECT) and transcranial magnetic stimulation (TMS) suites, esketamine clinic

**Accredited doctors:** 34

**Doctors directly employed:** Three

**Services:** Inpatient drug & alcohol, general psychiatry, post-traumatic stress disorder and occupational trauma, outpatient clinical programs.

**Patient Net Promoter Score at 30 June:** 66



## Key achievements

- **Design excellence recognition:** Achieved international recognition for the Richmond Hospital redevelopment, receiving Highly Commended at the 2025 European Healthcare Design Awards and a shortlist position at the 2025 INDE. Awards.
- **New chapel commissioning:** Officially opened the Richmond Chapel on 11 March 2025.
- **Leadership transition:** Jonathan Holt appointed as Chief Executive Officer of Richmond and Burwood Hospitals in May 2025, supporting strong leadership for future growth.
- **Community-based model of care development:** Developed a community-based model for treating service-related post-traumatic stress disorder (PTSD) and complex trauma, supporting recovery through local access and peer connection.
- **Medical partnership improvements:** Strengthened partnerships with visiting medical officers and engaged additional psychiatrists.

## Year ahead

- **Maximise redevelopment impact:** Maximise the benefits of the hospital redevelopment by increasing inpatient care and implementing a trauma-focused stepped care model at the new Wagga Wagga satellite site.
- **Visiting medical officer engagement:** Build new relationships, strengthening engagement with visiting medical officers while maintaining robust registrar training programs.
- **Government engagement:** Work with government to improve access to private mental health services.
- **Deepen strategic partnerships:** Continue engagement with agencies, NGOs and consumers to co-design and deliver innovative care pathways for veterans, first responders and others with work-related trauma.
- **Leadership development:** Focus on professional development initiatives to cultivate the hospital's emerging and future leaders.



# Burwood Hospital



## Key achievements

- **Perinatal mental health milestone:** Celebrated 30 years of specialised perinatal mental health treatment and the 10th anniversary of the Mother and Baby Unit.
- **Therapy program expansion:** Expanded day programs at the Counselling and Therapy Centre to meet increasing demand and improve access to therapy services.
- **Leadership transition:** Jonathan Holt appointed as Chief Executive Officer of Richmond and Burwood Hospitals in May 2025, supporting strong leadership for future growth.
- **Consumer engagement:** Strengthened the role of the Consumer & Carer Partnership & Advisory Committee, ensuring consumer voices remain central to hospital operations and decision making.
- **Successful recruitment:** Recruited psychologists, social workers, counsellors and nurses to fill key vacancies in the nursing and allied health teams.

## Year ahead

- **Women's mental health expansion:** Explore development of dedicated programs supporting women's mental health across their lifespan, building on existing perinatal services.
- **Visiting medical officer engagement:** Build new relationships, strengthening engagement with visiting medical officers while maintaining robust registrar training programs.
- **Government engagement:** Work with government to improve access to private mental health services.
- **Health fund partnerships:** Build on existing work with private health funds to co-design tailored care models, including virtual care, and refresh all inpatient and day programs to ensure ongoing relevance and accessibility.
- **Leadership development:** Focus on professional development initiatives to cultivate the hospital's emerging and future leaders.

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**Established:** 1958

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**Location:** 13 Grantham Street,  
Burwood, New South Wales

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**Chief Executive Officer:** Jonathan Holt

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**Medical Advisory Chair:**  
Dr Nicholas Di Ciacio

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**Caregivers:** 159

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**Beds:** 95

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**Theatres and procedure rooms:**  
Electroconvulsive therapy (ECT),  
transcranial magnetic stimulation  
(TMS) suites

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**Accredited doctors:** 45

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**Doctors directly employed:** Six

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**Services:** Inpatient drug & alcohol,  
general psychiatry, peri-natal,  
outpatient clinical programs.

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**Patient Net Promoter Score  
at 30 June:** 45

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# Subiaco Hospital

**Established:** 1898

**Location:** 12 Salvado Road, Subiaco, Western Australia

**Chief Executive Officer:** Tina Chinery

**Medical Advisory Chair:**  
Dr Michael Gannon

**Caregivers:** 2,169

**Beds:** 545

**Theatres and procedure rooms:**  
17 main theatres with two catheterisation laboratories and one maternity theatre. Short stay unit has three theatres and one procedure room. Endoscopy suite has four procedure rooms. Subiaco Eye Hospital has three theatres.

**Accredited doctors:** 1,148

**Doctors directly employed:** 62

**Services:** ICU/CCU, interventional cardiology, cardiothoracic, colorectal respiratory, chemotherapy, neurosurgery, endoscopy, ENT, gastroenterology, general medicine, general surgery, gynaecology, immunology and infections, neurosurgery (including spinal), oncology, ophthalmology, orthopaedics, plastics, sleep studies, urology, vascular surgery, obstetrics, NICU (Neonate intensive care), post natal, palliative care, paediatrics surgery and paediatrics medicine.

**Patient Net Promoter Score at 30 June:** 76



## Key achievements

- **Catheterisation Laboratory (Cath Lab) upgrade:** Upgraded the first of two Cath Labs, improving the work environment for caregivers and specialists and providing access to advanced technology, including a new angiography machine.
- **Robotic surgery expansion:** Became the first hospital in Western Australia to install a third Mako robotic arm for hip and knee surgery and added a second da Vinci surgical robot to meet growing demand across urology, general surgery, cardiothoracic and gynaecology services.
- **Advanced cardiology procedure:** Completed the hospital's first transcatheter mitral valve replacement, further enhancing ability to treat complex heart conditions.
- **Record number of births:** Welcomed nearly 4,000 babies, marking the highest number of births in a year in the hospital's history.
- **Redevelopment progress:** Achieved major milestones in stage two of the redevelopment, including refurbishment of the main foyer and completion of a new site water plant. Also commenced several key infrastructure projects, such as a hospital-wide lift replacement program, car park upgrades and construction of a new energy plant.

## Year ahead

- **Robotic technology leadership:** Introduce the Mako 4 robotic-arm system – the first of its kind outside the United States, reinforcing the hospital's leadership in orthopaedic surgery.
- **Cardiac equipment upgrades:** Install the S5™ Heart-Lung Machine, a leading-edge bypass system, and upgrade the second Cath Lab to strengthen cardiac services.
- **Redevelopment stage three:** Complete stage two and commence stage three of the redevelopment, which includes a new six-storey clinical building with proposed heart centre and state-of-the-art operating theatres.
- **Premium patient suites pilot:** Launch Western Australia's first private hospital pilot of premium patient suites.

# Warrnambool Hospital



## Key achievements

- **Endoscopy Unit upgrade:**  
Opened the upgraded Endoscopy Unit in January 2025, improving facilities for procedures involving the digestive tract.
- **Central Sterile Services Department (CSSD) redevelopment:**  
Completed major upgrades to the CSSD enhancing the cleaning, sterilisation and preparation of surgical instruments to support safe and efficient surgery.
- **Solar panel installation:** Installed rooftop solar panels in January 2025 to help power the hospital and reduce environmental impact through cleaner energy use.
- **Microscope acquisition:** Purchased a high-precision surgical microscope that provides exceptional image clarity, for procedures requiring microsurgical accuracy.
- **15-year anniversary celebration:**  
Marked 15 years since the opening of the Health Services Centre with a celebration held in May 2025, acknowledging a decade-and-a-half of service to the community.

## Year ahead

- **Expand day surgery services:**  
Focus on building services in gynaecology, plastic surgery and orthopaedics.
- **Upgrade theatre facilities:**  
Improve operating theatre areas by enhancing equipment storage and purchasing new medical equipment to support high-quality care.
- **Enhance hospital safety:**  
Improve safety throughout the hospital by upgrading lighting and closed-circuit television (CCTV) systems.
- **Oncology Management System:**  
Introduce Charm®, a system that connects all aspects of a patient's cancer treatment into a single digital record, to enhance the safety, accuracy and management of medications for cancer patients.

**Established:** 1939

**Location:** 136 Botanic Road,  
Warrnambool, Victoria

**Chief Executive Officer:** Maria Noonan

**Medical Advisory Chair:**  
Dr Nicholas Russell

**Caregivers:** 191

**Beds:** 74

**Theatres and procedure rooms:**  
Three theatres

**Accredited doctors:** 60

**Doctors directly employed:** One

**Services:** Bariatric surgery, colorectal, cosmetics, chemotherapy, endoscopy, ENT, gastroenterology, general medicine, general surgery, gynaecology, oncology, ophthalmology, orthopaedics, plastics, sleep studies, urology, palliative care, rehabilitation.

**Patient Net Promoter Score at 30 June:** 84.6

# St John of God Foundation

**Established:** 1994

**Chief Executive Officer:**  
Bianca Pietralla

**Board Chair:** Tony Howarth AO

**Caregivers:** 14

**Services:** Providing fundraising and philanthropic services to raise, govern and distribute funds to advance health care and medical research in the communities in which St John of God Health Care operates across Australia.



In 2024-25, St John of God Foundation was guided by a clear vision to improve health care outcomes, foster innovation in research, and expand compassionate care and community support for patients and clients of St John of God Health Care.

Together with individuals, families and organisations who give so generously, we continue to shape a future where excellence in care is impactful, purposeful and deeply human.

## Overview

Inspired by the legacy of the Sisters of St John of God, the Foundation has spent more than three decades bringing people and communities together to address unmet health care needs, advance research and deliver compassionate support to those who need it most.

Today, St John of God Foundation funds life-changing projects with the greatest potential to improve health outcomes and quality of life for patients, clients and their families.

Thanks to the continued generosity of our donor community, transformational initiatives are being delivered across Australia – from ground-breaking research and advanced clinical equipment to reimagined care environments and support for vulnerable people.

Every achievement is a testament to the vision of our founding Sisters, the dedication of our caregivers and the enduring compassion of our supporters.

## 2024–25 Impact Highlights

- **\$7.4 million raised** through philanthropic and corporate donations, legacy gifts and grants.
- **\$9.7 million distributed** to priority health care and research initiatives across Australia.
- **Research innovation:** Over \$500,000 allocated to clinician-led research to improve patient outcomes across oncology, orthopaedics, gastrointestinal disease and respiratory care.
- **Maternity and paediatric care:** Expanded access to contemporary care and equipment, thanks to generous contributions from Channel 7 Telethon Trust.
- **Aboriginal perinatal support:** Provided funding for the continued expansion of culturally safe maternity care for Aboriginal mothers and newborns at St John of God Midland Public Hospital, with support from Channel 7 Telethon Trust, Stan Perron Charitable Foundation, Wen Giving Foundation, and Jon and Caro Stewart Family Foundation.
- **Gifts in will:** Deeply impactful bequests continued to enhance care in the communities served by St John of God Ballarat, Bendigo and Warrnambool Hospitals.
- **Novel patient experience:** With the generous support of the Rinehart Medical Foundation, Western Australia's first premium patient suites at St John of God Subiaco Hospital will welcome patients from July 2025, marking a significant milestone in enhancing the hospital experience.
- **Compassionate palliative care:** Community fundraising appeals supported essential services and compassionate end-of-life care for patients and their families.



# \$7.4m

raised in FY25, delivering hope, healing and world-class care across Australia

## Key achievements

- **Translational research:** Supported real-world application of research discoveries in respiratory medicine, colorectal, breast and vulva cancer, and orthopaedic surgery thanks to generous donors including the Bendat Family Foundation, Massey Charitable Trust, and the Iannello family.
- **Supporting young people at risk of homelessness:** Expanded accommodation, connection and education programs for young mothers facing homelessness were made possible through the ongoing support of Lotterywest and the Stan Perron Charitable Foundation. Generous funding from Mineral Resources, The James Galvin Foundation, Spinifex Trust, Iluka Resources, and WA Charity Direct also enabled St John of God Horizon House to broaden access to recreation and enrichment activities, access support packages to seek education and employment opportunities, transition to independent living and deliver Christmas gifts to young people in Western Australia.



- **Innovative equipment and infrastructure investment:** Upgrades to hospital infrastructure in Burwood, new patient monitors in Geraldton, and in Victoria, funding for a state-of-the-art surgical robot in Bendigo, robotic surgical equipment in Ballarat, hysteroscopic tissue removal device and critical care beds in Geelong, new medical equipment to support cancer patients at Berwick and a surgical microscope at Warrnambool were enabled through generous philanthropic, corporate and community support including from the Oliver Family Foundation, Agnico Eagle Fosterville Gold Mine, the Hazeldene Family, RP Medical Fund (Perpetual Trustees), Percy Baxter Charitable Trust (Perpetual Trustees) and Mosswell Foundation.
- **Support and companionship for vulnerable patients:** Now in its fifth year, the Gifts of Hope program continues to bring hope and ease the burden for patients facing financial hardship during cancer treatment. This year, funding has also been secured for a new Palliative Care Companion role at St John of God Murdoch Hospice. Thanks to Sue Roberts, this role will enable a dedicated presence offering emotional support, meaningful connection, and practical help to people living with life-limiting illness.
- **Support for perinatal services:** Generous support from the Ballarat Foundation Women's Fund will help to offer much needed perinatal services and community support for mums-to-be across the Ballarat region.
- **Caregiver development:** Twenty-one Sister Bridget Clancy Scholarships were awarded, alongside the Brogden Bursary and Annette Guthrie Bursary, supporting education and empowerment for caregivers.
- **Specialist clinical support:** A new colorectal cancer nurse position at St John of God Bunbury Hospital has been established thanks to the generosity of Community Bank Collie & Districts and Tour de Cure. A specialist breast cancer nurse role at St John of God Murdoch Hospital has been expanded thanks to the compassion and generosity of a longstanding donor.
- **Western Australian first for neuro-divergent patients:** Funding has been secured for a groundbreaking program designed to improve care for neurodivergent patients in the Emergency Department at St John of God Midland Hospital, thanks to the generosity of Swan Rotary and City of Swan.

“This donation is not just about the here and now, it’s definitely about the future... I can’t thank [our donors] enough for their faith and commitment to the community where we live and work.”

Associate Professor Janelle Brennan,  
St John of God Health Care Surgeon,  
about the da Vinci Xi robotic surgery  
technology

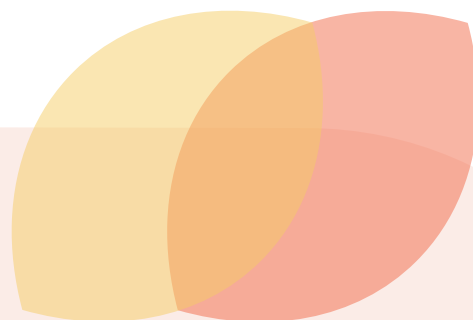
## Looking ahead

In 2025 and beyond, the Foundation remains committed to working alongside St John of God Health Care to ensure philanthropy continues to shape the future of care in Australia. While the health care landscape continues to evolve, the need for philanthropic investment remains critical.

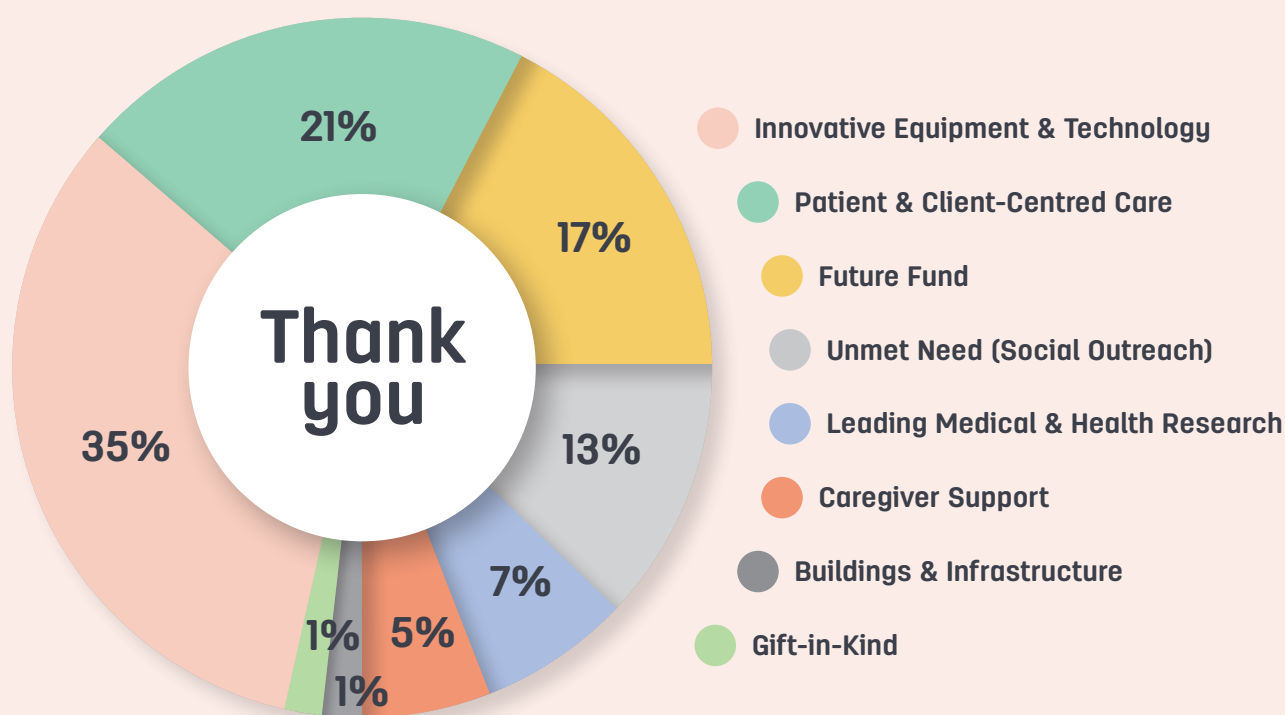
We will continue to prioritise projects that deliver the greatest benefit to the community, with a focus on innovative care, state-of-the-art equipment and technology, research, caregiver development and support for those most in need.

We are deeply grateful to every donor, partner and supporter who has walked this journey with us for over 30 years.

We invite all Australians to consider their legacy – because every act of generosity has the power to change a life.



## How donations were allocated



# Financial overview

## Consolidated Statement of Comprehensive Income for the year ended 30 June 2025

|                                          | 2024/25<br>\$m | 2023/24<br>\$m |
|------------------------------------------|----------------|----------------|
| <b>Revenue</b>                           |                |                |
| Hospital income from ordinary activities | 2,148.3        | 2,070.3        |
| Other income                             | 69.8           | 126.5          |
| <b>Total revenue for the period</b>      | <b>2,218.1</b> | <b>2,196.8</b> |
| <b>Expenses</b>                          |                |                |
| Employment costs                         | 1,304.9        | 1,318.9        |
| Medical consumables and supply expenses  | 491.2          | 477.5          |
| Other expenses from ordinary activities  | 315.6          | 337.4          |
| <b>Total expenses for the period</b>     | <b>2,111.7</b> | <b>2,133.7</b> |
| <b>EBITDA</b>                            | <b>106.5</b>   | <b>63.1</b>    |
| Interest, depreciation and amortisation  | 128.8          | 117.5          |
| Income tax expense                       | 0.0            | 0.0            |
| <b>Net deficit for the period</b>        | <b>(22.4)</b>  | <b>(54.4)</b>  |

In 2024–25, St John of God Health Care reported a net deficit of \$22.4m – a \$32m improvement on 2023–24 – reflecting strong growth in private hospital overnight and same-day activity, efficiency measures (despite inflationary pressure) alongside initiatives to strengthen financial sustainability.

## Consolidated Statement of Financial Position as at 30 June 2025

|                                | 2024/25<br>\$m | 2023/24<br>\$m |
|--------------------------------|----------------|----------------|
| <b>Current Assets</b>          | <b>367.2</b>   | <b>396.7</b>   |
| <b>Non-Current Assets</b>      | <b>1,623.5</b> | <b>1,450.0</b> |
| <b>Total Assets</b>            | <b>1,990.7</b> | <b>1,846.7</b> |
| <b>Current Liabilities</b>     | <b>620.2</b>   | <b>561.3</b>   |
| <b>Non-Current Liabilities</b> | <b>774.4</b>   | <b>659.6</b>   |
| <b>Total Liabilities</b>       | <b>1,394.6</b> | <b>1,220.9</b> |
| <b>Net Assets</b>              | <b>596.1</b>   | <b>625.8</b>   |
| <b>Equity</b>                  | <b>596.1</b>   | <b>625.8</b>   |

St John of God Health Care reported a significant net positive asset position of \$596.1m. During the year there was a significant investment in facility upgrades and enhancement in digital technology, which has been funded by borrowings and cash.

## Consolidated Statement of Cash Flows for the year ended 30 June 2025

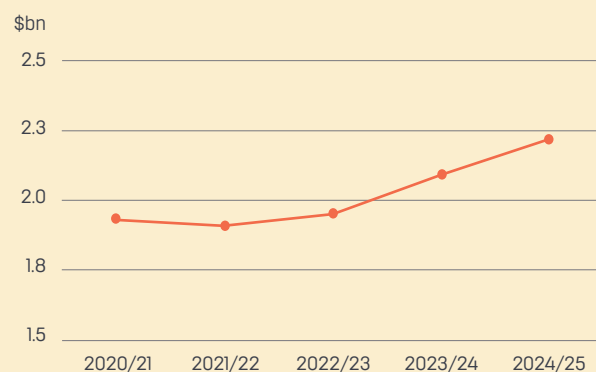
|                                                         | 2024/25<br>\$m | 2023/24<br>\$m |
|---------------------------------------------------------|----------------|----------------|
| <b>Net Cash Inflows from Operating Activities</b>       | <b>102.7</b>   | <b>42.2</b>    |
| <b>Net Cash Outflows from Investing Activities</b>      | <b>(250.5)</b> | <b>(183.7)</b> |
| <b>Net Cash Flows from Financing Activities</b>         | <b>165.3</b>   | <b>142.2</b>   |
| Net increase in Cash and Cash Equivalents               | 175            | 0.7            |
| Cash and Cash Equivalents at the beginning of the year  | 33.8           | 33.2           |
| Net FX Difference                                       | 0.0            | (0.1)          |
| <b>Cash and Cash Equivalents at the end of the year</b> | <b>51.3</b>    | <b>33.8</b>    |

Operating cash inflows improved by 134 percent on 2023–24 driven by the improvements in operational performance. There was a continued strategic investment in facilities during the year, which was funded through a combination of operating cash flows and debt.

# Stewardship

## Revenue (\$bn)

St John of God Health Care revenue from its 2023-24 results grew six percent year on year and three percent on a cumulative annual growth rate (CAGR), with both overnight and same day separations growing by eight and seven per cent respectively.

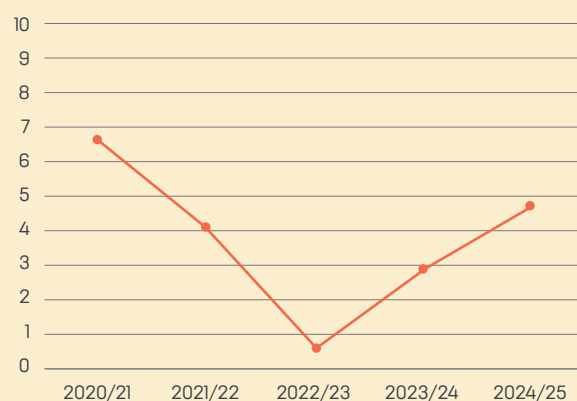


|                     |     |     |     |     |     |
|---------------------|-----|-----|-----|-----|-----|
| Total Revenue (\$b) | 1.9 | 1.9 | 2.0 | 2.1 | 2.2 |
|---------------------|-----|-----|-----|-----|-----|

\* Excluding Hawkesbury

## EBITDA (%)

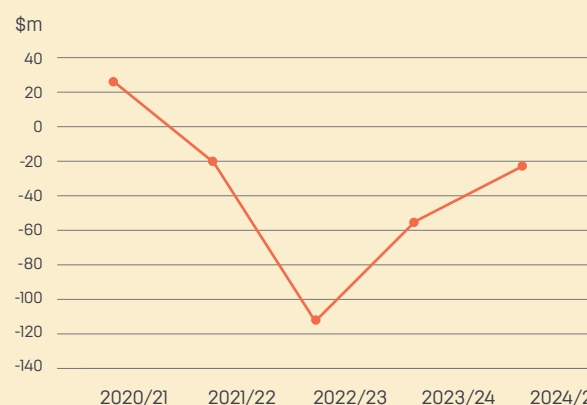
Continued financial recovery and sustainability initiatives saw EBITDA margin improve to five percent over the year.



|            |      |      |      |      |      |
|------------|------|------|------|------|------|
| EBITDA (%) | 6.6% | 4.1% | 0.6% | 2.9% | 4.8% |
|------------|------|------|------|------|------|

## Net result (\$m)

From a 2024-25 full year perspective, we reported a net loss of \$22.4m. This represents our best financial performance since 2021-22, a \$32m improvement over the last financial year and an improvement of over \$94m in the past three years. The improved result is due to strong growth in activity, combined with a strong focus on growth cost management and financial performance.

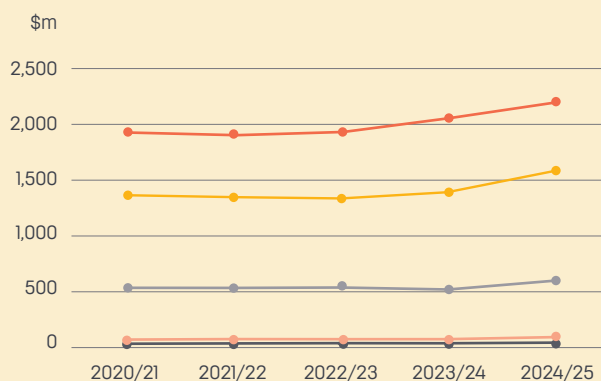


|                  |     |       |        |       |       |
|------------------|-----|-------|--------|-------|-------|
| Net result (\$m) | 272 | -20.4 | -115.9 | -54.4 | -22.4 |
|------------------|-----|-------|--------|-------|-------|



## Operating revenue – geographic analysis (\$m)

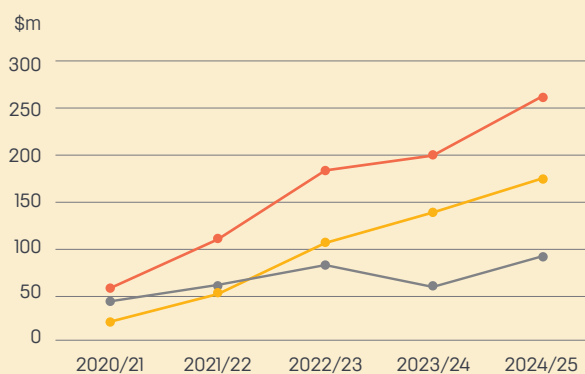
Significant growth was achieved by both Western Australia and Victoria with revenue growth rates of 12 in both states.



\*Excluding Hawkesbury

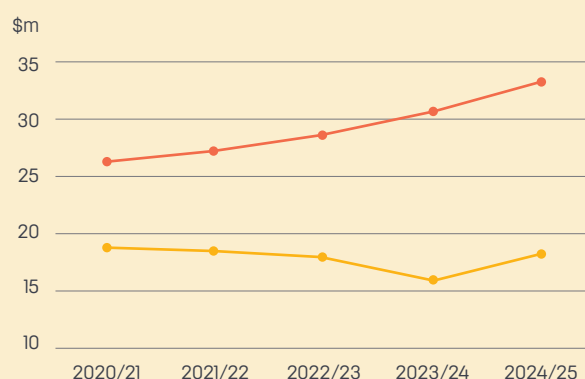
## Capital expenditure (\$m)

This year saw continued major facility expansions or redevelopments at our Subiaco, Murdoch, Geelong, Ballarat and Richmond hospitals as well as the greenfield development of the new Midland Private Hospital. St John of God Health Care has successfully managed \$414m of hospital facility developments in the last three years.



## Social Justice Contributions (\$m)

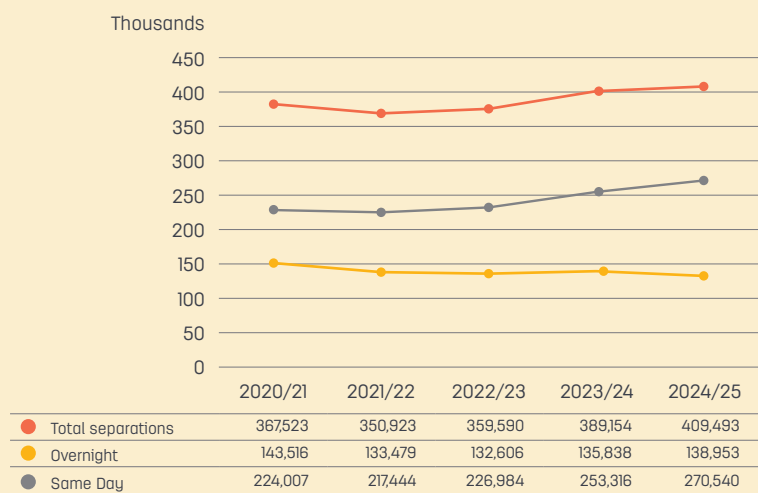
We increased our spending on community services and social justice initiatives by 11 percent, with a direct funding contribution of \$17.9m for the year. This increase reflects a commitment to supporting vulnerable populations and promoting social equity through various programs and outreach initiatives.



## Separations

Overnight separations increased two per cent on the prior year indicating a positive trend despite the challenges faced by the health care sector.

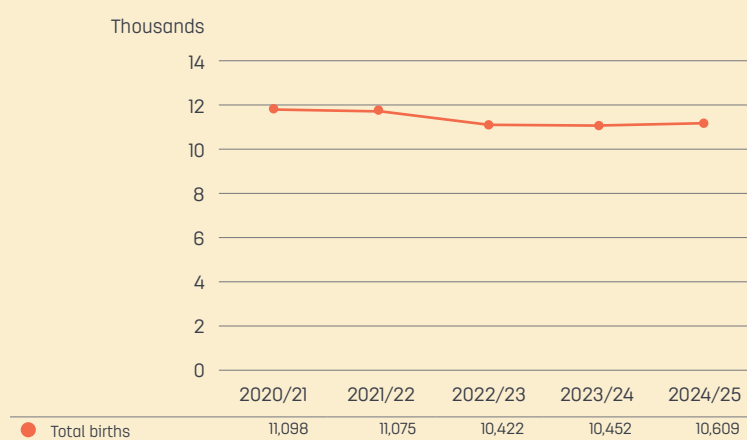
Same day separations at St John of God Health Care increased, now accounting for 66 per cent of all admissions, a seven per cent increase year on year. This trend aligns with evolving patient and doctor expectations.



\*Excluding Hawkesbury

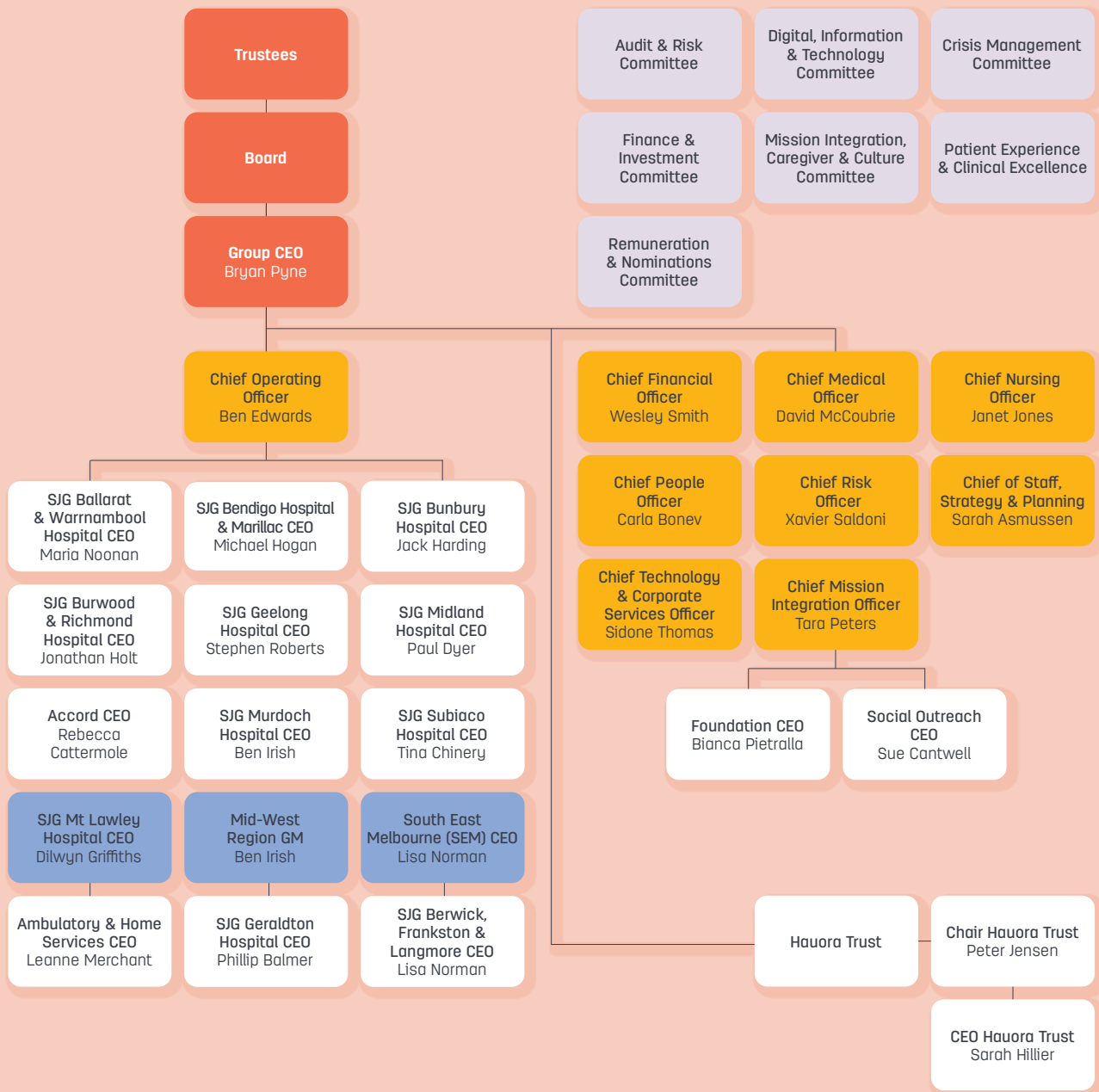
## Births

In 2024-25, births increased by two per cent compared to the previous year.



\*Excluding Hawkesbury

# Organisational structure



# Governance

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.



## Overview

Our approach to corporate governance is informed by the principles outlined in:

- Corporate Governance Principles 4th edition, published by the Corporate Governance Council of the Australian Stock Exchange; and
- Not for profit Governance Principles (2nd edition) published by the Australian Institute of Company Directors.

Our governance structure is two tiered, comprising Trustees and a Board.

The Trustees have canonical responsibility for St John of God Health Care 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 met nine times over the year.

The Board is 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.

The Board (in consultation with the Trustees) appoints the Group Chief Executive Officer, who is accountable to the Board for the organisation's day-to-day management across Australia, New Zealand and the Asia-Pacific region.

The Group Chief Executive Officer convenes and chairs the Executive Committee comprising senior executives who provide advice.

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 and senior executives have delegated authority.

Appropriate mechanisms to monitor the performance and development of senior executives are in place with all senior executives assessed annually.

St John of God Health Care promotes ethical and responsible decision making guided by the Trustees who have outlined our organisational Vision, Mission and Values in our cornerstone document Our Vision.

A sub-committee evaluation was completed during 2024-25, in line with the Board's biennial evaluation cycle, whereby full Board evaluations are conducted every second year, alternating with targeted reviews of sub-committees.





This approach enables continuous reflection and performance improvement while ensuring the process remains purposeful and targeted. The sub-committee review included feedback on Committee effectiveness, clarity of roles and opportunities to enhance governance and oversight.

In addition to the formal evaluation process, there is a Board Education Policy in place that supports the ongoing professional development of individual Board members. This enables tailored learning aligned with each member's background and the organisation's evolving strategic needs.

As a group, Board members also undertook training on psychosocial safety and responsibilities, reflecting our shared commitment to creating a safe and accountable workplace that is aligned to the Values of the organisation.

Additionally, the Board have participated in formation programs covering topics including the ethics of AI in health care, reconciliation and cultural awareness, and Directors joined the Trustees for a retreat focused on the theme of Hope – a central tenet of St John of God Health Care's Vision.

# Board meetings and committees

## Board meetings

Chaired by Hon Kerry Sanderson AC CVO, the Board comprises up to 11 members. The Board is accountable to the Trustees for the ongoing stewardship and development of the organisation, including all aspects of its Mission, service delivery and financial performance.

## Audit and Risk Committee

Chaired by Shelly Park, the Audit and Risk Committee comprises five Board members and assists the Board to fulfil its fiduciary and corporate governance responsibilities in relation to the organisation's financial reporting, internal control structure, risk management systems, and internal and external audit functions. Ernst & Young continued to act as the external auditor and the internal audit function is co-sourced with PwC.

## Finance and Investment Committee

Chaired by Peter Prendiville, the Finance and Investment Committee comprises four Board members and two external subject matter experts. The committee reviews financial performance, administers and manages surplus funds and also considers and makes recommendations on financial and investment matters.

## Mission Integration, Caregivers and Culture Committee

Chaired by Jack de Groot, the Mission Integration, Caregivers and Culture Committee comprises three Board members. The committee gives form and shape to Board members' understanding of St John of God Health Care as a ministry of the Catholic Church to raise awareness of the lived expression of the Vision in the delivery of services through our caregivers and our culture.

## Patient Experience and Clinical Excellence Committee

Chaired by Associate Professor Rosanna Capolingua, the Patient Experience and Clinical Excellence Committee comprises three Board members. 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 of care.

## Remuneration and Nominations Committee

Chaired by Hon Kerry Sanderson AC CVO, the Remuneration and Nominations Committee comprises three Board members. It aims to ensure fair, responsible remuneration with input from an independent remuneration consultant. The Committee reviews the Group CEO's performance and recommends remuneration for this position and approves that of the senior executive group.

Also considers and recommends nomination matters, including Board and Board Committee skills and membership, Board Committee composition, skills and diversity, Group CEO and senior management succession planning, Board induction, and endorsing senior executive appointments.

## Digital, Information and Technology Committee

Chaired by Shelly Park, the Digital, Information and Technology Committee comprises two Board members and three external subject matter experts and assists the Board to fulfil its fiduciary, corporate governance and oversight responsibilities in relation to cyber risk and the usage, investment and security of St John of God Health Care's information technology and data assets/information.

## Crisis Management Committee

Chaired by Hon Kerry Sanderson AC CVO, the Crisis Management Committee comprises five Board members and reserves in the event of non availability. The Crisis Management Committee, as a Board sub-committee, is responsible for overseeing and guiding the organisation's response to crises, ensuring preparedness and mitigating risks to safeguard the organisation's operations, reputation and stakeholders.



## Board Attendance Register

For the reporting period 1 July 2024 - 30 June 2025

| Board Attendance / Member         | Governing Board |   | Audit & Risk Committee |   | Finance & Investment Committee |    | Mission Integration, Caregivers & Culture Committee |   | Patient Experience & Clinical Excellence Committee |   | Remuneration & Nominations Committee |   | Digital, Information & Technology Committee |   | Crisis Management Committee |   |
|-----------------------------------|-----------------|---|------------------------|---|--------------------------------|----|-----------------------------------------------------|---|----------------------------------------------------|---|--------------------------------------|---|---------------------------------------------|---|-----------------------------|---|
|                                   | ○               | ✓ | ○                      | ✓ | ○                              | ✓  | ○                                                   | ✓ | ○                                                  | ✓ | ○                                    | ✓ | ○                                           | ✓ | ○                           | ✓ |
| Hon Kerry Sanderson AC CVO        | 6               | 6 |                        |   | 11                             | 10 | 6                                                   | 6 |                                                    |   | 3                                    | 3 |                                             |   | 2                           | 2 |
| Peter Prendiville                 | 6               | 5 |                        |   | 11                             | 9  |                                                     |   |                                                    |   | 3                                    | 2 |                                             |   | 2                           |   |
| Prof Peter Bremner                | 6               | 6 |                        |   |                                |    |                                                     |   | 6                                                  | 6 |                                      |   |                                             |   |                             |   |
| Associate Prof Rosanna Capolingua | 6               | 5 | 7                      | 5 |                                |    |                                                     |   | 6                                                  | 6 |                                      |   |                                             |   | 2                           | 2 |
| Jack de Groot                     | 6               | 6 | 7                      | 7 |                                |    | 6                                                   | 6 |                                                    |   |                                      |   |                                             |   |                             |   |
| Julie Keene*                      | 6               | 6 | 7                      | 7 | 11                             | 9  |                                                     |   |                                                    |   | 3                                    | 3 |                                             |   |                             |   |
| James McMahon                     | 6               | 6 | 7                      | 7 |                                |    | 6                                                   | 6 |                                                    |   |                                      |   |                                             |   |                             |   |
| Dr Mark O'Brien*                  | 6               | 5 | 4                      | 4 |                                |    |                                                     |   | 6                                                  | 5 |                                      |   |                                             |   |                             |   |
| Shelly Park                       | 6               | 6 | 7                      | 6 |                                |    |                                                     |   |                                                    |   |                                      |   | 5                                           | 5 | 2                           | 2 |
| Mark Scatena                      | 6               | 5 |                        |   | 11                             | 9  |                                                     |   |                                                    |   |                                      |   | 5                                           | 5 |                             |   |

○ Eligible to attend      ✓ Attended

\*Julie Keene and Mark O'Brien stepped down from the DITC and ARC, respectively, during the reporting period.

## Biographies

# Our Trustees



### Hon Neville Owen AO

LLB (Hons), LLD (Hon)

Trustee Chair since 1 January 2022  
Trustee since January 2020

- Legal experience spanning more than 50 years, including almost 20 years as a judge of the WA Supreme Court
- Extensive corporate governance experience as a company director, legal practitioner, judge and as a Royal Commissioner reviewing the collapse of the HIH Insurance group and more recently into failings of Crown Casino Perth
- Current member of Pontifical Commission for the Protection of Minors appointed by Pope Francis in 2018. In recent years he has been a member of the Australian Catholic Bishops Commission's Implementation Advisory Group, Chair of the Church's Governance Review Project and Chair of the Australian Catholic Bishops Commission's Truth Justice and Healing Council
- Governor and former Trustee and Chancellor of University of Notre Dame Australia and Chair of boards of several independent Catholic schools



### Rev Dr Joseph Parkinson

STL PhD

Deputy Chair since January 2014  
Trustee since October 2009

- Ordained for the Archdiocese of Perth in 1981
- Postgraduate in Moral Theology from the Alphonsian Academy in Rome (STL) and University of Notre Dame Australia (PhD)
- Director of bioethicsperth since 2003
- Concurrent appointments: Adjunct Associate Professor in the School of Philosophy and Theology, University of Notre Dame Australia (Fremantle Campus)
- Awarded Catholic Health Australia's Sr Maria Cunningham Lifetime Achievement Award 2021



### Frank Cooper AO

B.Com (UWA)

Trustee since January 2015

- Extensive business experience spanning more than 30 years and an outstanding record of community service
- Current Director of South32 Limited
- Fellow of Chartered Accountants Australia & New Zealand, 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
- Director of Wright Prospecting Pty Ltd
- Board Member, Harry Perkins Institute for Medical Research





### Danielle Cronin

LLB (Hons), LLD (Hon) BEcon, MPPP, CF, MAICD, MACEL

Trustee since January 2018

- Extensive senior leadership experience in Catholic education at diocesan, state and national level, including extended terms on the NSW and National Catholic Education Commissions
- Member of the Australian Catholic Council for Pastoral Research and former member of the Australian Catholic Bishops Commission's Implementation Advisory Group
- Current Director of Jesuit Education Australia and Member/Trustee of Good Samaritan Education
- Member of the Australian Institute of Company Directors and Australian Council of Educational Leadership
- Australian Churchill Trust Fellow
- Current Executive Director, Sydney Catholic Schools



### Celia Hammond

LLM, BJuris (Hons) LLB, GAICD

Trustee since January 2023

- Served as MP for the Federal Electorate of Curtin in Western Australia from 2019 to 2022
- Originally appointed as a St John of God Health Care Trustee in 2018 but resigned in 2019 following her election to the House of Representatives
- Previously Vice Chancellor of University of Notre Dame Australia (2008 to 2019), and was one of five foundation academic staff members in the University's School of Law
- More than 20 years' experience as a legal practitioner and legal lecturer at University of Western Australia and University of Notre Dame Australia
- Awarded an Honorary Doctorate from University of Portland in 2016 and a Fellowship from St Catherine's College (UWA) in 2010
- Director of Catholic Education Commission (WA) and Bethanie Aged Care Group, and a practising solicitor



### Francis Moore

KCSG, LLB and BComm (Melb)

Trustee since July 2023

- Made Knight Commander of the Order of Saint Gregory by the Holy See in 2017
- Extensive experience in Catholic governance
- Chair and Director of CDPF Limited, established by The Australian Catholic Bishops Conference to oversee Catholic Development Funds
- Member of People, Audit and Risk Committee and Director of Catholic Education Sandhurst Limited
- Non-executive director for large Catholic organisations across health and education
- Member, Australian Catholic University and Newman College Finance Committee
- Director of Friday Night School Limited and Chair of the Investment Committee
- Member of the Catholic Values Advisory Board established by CCI Asset Management Limited, a wholly owned subsidiary of SG Hiscock & Company Limited

# Our Trustees



## Mark Murphy

LLB (UWA), BJuris (UWA), FLWA

Trustee since January 2014

- Extensive experience in not-for-profit sector including in governance, philanthropy, risk management, insurance and compliance
- More than 18 years' experience within St John of God Health Care including as General Counsel and inaugural Company Secretary
- Significant experience working for Catholic religious institutes including in the establishment of Public Juridic Person to assume sponsorship of ministries
- Affiliate member of the Australian Institute of Company Directors, member of the Law Society of WA, member of the Australian Corporate Lawyers Association and an alumni of Leadership WA's Signature Leadership Program



## Adjunct Professor Susan Pascoe AM

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

Trustee since May 2018

- Wide-ranging board experience in government and not-for-profit sectors as well as consultancy regarding governance, review, strategic planning and leadership after early career experience in education
- Represented Australia at the highest levels including at the United Nations Educational, Scientific and Cultural Organisation (UNESCO), United National World Education Forum and the Organisation for Economic Co-operation and Development (OECD)
- Member of Vatican's Methodology Commission supporting the General Secretariat for the Synod of Bishops in their organisation of the Synod on Synodality 2021-24 and an expert facilitator for the Synod Assemblies
- President and Chair of the Australian Council for International Development, Chair of the Community Directors' Council and former Chair and Chief Executive Officer of the Catholic Education Commission of Victoria Board
- Inaugural Commissioner for the Australian Charities and Not-for-profits Commission from 2012 to 2017, former Commissioner of the State Services Authority in Victoria and Commissioner for the Royal Commission into Victoria's Black Saturday Bushfires
- Awarded the national Leadership in Government Award in 2016, and conferred with an honorary doctorate from Australian Catholic University in 2024

## Biographies

# Board members



### Hon Kerry Sanderson AC CVO

BSc, BEcons, Hon D Litt (UWA)  
Hon D University (Murdoch), FAICD

Chair since May 2018  
Appointed May 2018

Named Companion of the Order of Australia in June 2016 for eminent service to the people of Western Australia and in January 2020 appointed as a Commander of the Royal Victorian Order in recognition of distinguished personal service to the Royal Family.

#### Current positions:

- Participates in a number of charitable and community activities including Chair of the WA Parks Foundation; Patron of the Western Australian Aboriginal Leadership Institute, the Bibbulmun Track Foundation and the Rottnest Voluntary Guides Association and President of Scouts WA

#### Past positions:

- Governor of Western Australia, Chancellor of Edith Cowan University, Chairman of Gold Corporation, independent chair of the State Emergency Management Committee, Non-executive Director of Downer EDI and Atlas Iron, Agent General for WA, CEO of Fremantle Ports, Deputy Director General of the Department of Transport, WA, and Director of the Economic and Financial Policy Division of the Western Australian State Treasury



### Dr Peter Prendiville

Bcom, Hon D Litt (Notre Dame)

Deputy Chair  
Appointed May 2012

#### Current positions:

- Chairman Prendiville Group, his family owned and operated group of hotels which includes Sandalford Wines, Tradewinds Hotel, Pier 21 Resort, Norfolk Hotel in Fremantle, Karratha International Hotel, Mangrove Hotel, the Cottesloe Beach Hotel, Hotel Rottnest and North-West regional hotels in Karratha, Port Hedland and Broome; and a Governor and Trustee of University of Notre Dame Australia with which he has been involved since the university's inception

#### Past positions:

- Chairman of Tourism WA from 2012 to 2017, Chancellor and Deputy Chancellor of University of Notre Dame Australia
- Western Australian of the Year 2015 – Business Award Winner
- EY Entrepreneur of the Year 2017 Champion of Entrepreneurship, Western Region



### Professor Peter Bremner

BSc, MBChB, FRACP, MD

Appointed November 2023

Thoracic physician and researcher in respiratory medicine. Long association with St John of God Health Care, contributing significantly to medical governance and clinical excellence. Previous Chairman of the Medical Advisory Committee. Involved in medical education, professional development, medical ethics committees and completion of Australian Institute of Company Directors course.

#### Current positions:

- Thoracic physician in private practice at St John of God Murdoch Hospital; Clinical Research Respiratory Physician, Medical Director TrialsWest Research Group, with multiple publications in peer reviewed scientific journals; Professor of Respiratory Medicine, University of Notre Dame Australia; Member of the Patient Experience and Clinical Excellence (PEaCE) and Clinical Incident Review (CIRC) Board sub-committees

#### Past positions:

- President (Western Australia Branch) Thoracic Society of Australia and New Zealand; Vice Chairman, Mount Hospital Ethics Committee; Member (WA Executive Committee) of the Royal Australian College of Physicians; Secretary (Western Australia Branch) Thoracic Society of Australia and New Zealand; President (Western Australia Branch) Thoracic Society of Australia and New Zealand; Federal Secretary, Thoracic Society of Australia and New Zealand; Vice President (Western Australia Branch) Asthma Foundation; Sessional Thoracic Physician at Fremantle Hospital; and Chairman of the Physicians Craft Group, St John of God Murdoch Hospital

# Board members



**Associate Professor  
Rosanna Capolingua AM**

MBBS, FAMA, FAICD, Life Member RACGP

Appointed January 2010

Career built in general medical practice. Involved in medical education and professional development as well as medical ethics, having served on medical and National Health and Medical Research Council (NHMRC) ethics committees. Focused on patient safety, clinical quality and patient experience and accountability for safe, equitable, accessible health care. Appointed member of the Order of Australia in 2023 for her service to medicine, patient care and as a role model to women.

**Current positions:**

- Board member Catholic Homes Inc. and Chair of their Clinical Governance Committee, Principal of Floreat Medical until August 2024, Chair of the Child and Adolescent Health Service WA and member of the Medical Defence Australia Western Cases Committee until December 2024

**Past positions:**

- Federal President of the Australian Medical Association, State President of AMA (WA), Chair of Governing Council Child and Adolescent Health Services, Chair of Australian Medical Publishing Company, Board Member of Medical Defence Australia, Board Member of UWA Raine Foundation, member of the Board of Governors of University of Notre Dame Australia, Chair of the WA Immunisation Strategy Committee, Deputy Chair of the WA North Metropolitan Health Service and Chair of their Quality and Safety Committee, Member of the Alcohol and other Drugs Advisory Board of the Mental Health Commission, Chair of AMA (WA) Services Pty Ltd, Medical Director of the AMA (WA) Youth Foundation, member of the Board of AMA (WA)



**Jack de Groot**

BA

Appointed November 2016

**Current positions:**

- Chief Executive Officer of Catholic Schools for the Diocese of Parramatta, Member of Board of Governors of University of Notre Dame Australia

**Past positions:**

- Chief Executive Officer of St Vincent de Paul Society NSW, Chief Executive Officer of Caritas Australia, Group Leader of Mission at St Vincent's Health Australia
- Previous board memberships include Chair of Implementation Advisory Group, Chair of Jesuit Mission, and Deputy Chair of Catholic Social Service Australia, Uniya, One World Centre, Act for Peace, Companions Volunteer Communities, Edmund Rice Centre, Australian Catholic Social Justice Council, Catholic Social Services Victoria and Australian AIDS Fund



**Julie Keene**

BBus, MAcc, FCA, GAICD

Appointed January 2024

Extensive experience as a Chief Finance Officer, Chief Executive and non-executive director within not-for-profit, community services, aged and community care, government and education sectors.

A Fellow of Chartered Accountants Australia & New Zealand, Graduate Member of the Australian Institute of Company Directors and Telstra Victorian Business Woman of the Year 2011.

**Current positions:**

- Board Chair, SensesWA, Board Member for Keystart Loans Ltd, Curtin Heritage Living and Noongar Advisory Company, Committee Member for University of Notre Dame Australia's Finance and Investment Committee, and Commissioner for Insurance Commission of Western Australia

**Past positions:**

- Board Chair for Disability Intermediaries Australia and United Way WA and Board member of Silverchain. Past senior executive roles include Chief Executive Officer of myintegro, Chief Financial Officer of HBF Health and Executive Director and Chief Financial Officer of Murdoch University





## James McMahon. DSC, AM, DSM

GradDipMgt, MMgt, MBA

Appointed July 2017

Full-time experience in the Australian Defence Force for 24 years and committed to an additional 10 years' standby reserve, commenced as an Infantry Soldier and held roles as Commanding Officer (CEO equivalent) of the Special Air Service Regiment (SAS) and SAS Squadron Commander. Led multiple operations. He was awarded the Distinguished Service Cross and the Distinguished Service Medal for leadership on operations.

Awarded Western Australian of the Year in 2019 and appointed member of the Order of Australia in 2022, in recognition of significant service to veterans and their families, and to the community.

### Current positions:

- Director, founder and owner of a consultancy business, Board member of the SAS Resources Fund Board (Chair 1 July 25) and the Australian War Memorial Board (until Oct 2024), Ambassador for The Fathering Project and Disaster Relief Australia, Advisor to RSLWA Board and Legacy WA Board

### Past positions:

- Previous experience in the public and private sectors, including as the Commissioner for the Department of Corrective Services in Western Australia, Azure Capital advising organisations on strategy, operational management, risk, culture and leadership and Chief Operating Officer of Australian Capital Equity, West Coast Eagles Football Club Board Member and Deputy Chair



## Dr Mark O'Brien

MBBS, FRACGP, FACRRM, AFCHSM, FAICD, CHM, AICGG

Appointed January 2020

Over 40 years' experience in the health care industry, and an expert consultant in leadership, culture, safety and quality, and clinical governance. Experienced medical practitioner and clinician.

Recipient of the Queensland 2002 Hunt and Hunt Inaugural Award for Healthcare Leadership, and the 2016 Queensland President's Award from the Australian College of Health Service Management for services to health care.

### Current positions:

- Associate Fellow and Programme Director, Oxford Healthcare Leadership Programme, Saïd Business School, University of Oxford; Adjunct Professor, Faculty of Business, Economics and Law, University of Queensland; Board Consultant to the Australasian Institute of Clinical Governance; Chair, Quality Board, Italo-Australian Welfare Association

### Past positions:

- Former Medical Director and co-founder of the Cognitive Institute, Australia and International Program Director for Education at the Medical Protection Society, the world's largest medical indemnity organisation



## Shelly Park

GAICD; Msc; Fellow Ethical Leadership

Appointed January 2022

Twenty-five years' experience in chief executive officer, senior executive, executive director and non-executive director roles leading and governing complex organisations with circa billion-dollar budgets employing up to 18,000 employees. Industry experience in health (public and private) and life sciences.

### Current positions:

- Royal Women's Hospital Victoria: Board Chair; Vice President, Stroke Foundation, Director SPC Global, Executive Coach Shelly Park Pty Ltd

### Past positions:

- Non-executive director experience with Defence Health, Defence Violence and Women's not-for-profit; Member of the Board of Advisors at the Australian Organ and Tissue Authority; Chief Executive Officer and Executive Director of Australian Red Cross Lifeblood (2016-2022), Chief Executive Officer of Monash Health (2007-2016), former Director of Nursing, Non-Executive Director of Jessie McPherson Private Hospital, Victoria (2007-2018) and Board Member of Australian Commission on Safety and Quality in Health Care (2009-2014)

# Board members



## Mark Scatena

BE MBA

Appointed April 2024

Extensive experience as a business leader in Australia with strong business acumen, having held key executive leadership roles across a variety of sectors including investment, retail, industrial and real estate.

### **Current positions:**

- Managing Director of BWP Management Limited, the responsible entity for BWP Trust, an ASX-listed release estate trust investing in and managing commercial properties throughout Australia. Executive director of BWP Management Limited and Board Member of Tennis West

### **Past positions:**

- More than 20 years' senior leadership within Wesfarmers Limited, including BWP Management Limited, WesCEF (Chemicals, Energy and Fertilisers division of Wesfarmers), Target, Coles, Gresham Private Equity and Wesfarmers

## Biographies

# Executive committee



**Bryan Pyne**

Bbus, FCA, FACHSM

Group Chief Executive Officer  
Appointed April 2023

- More than 30 years' experience in health care management, including more than 25 years with St John of God Health Care
- Fellow of both Chartered Accountants Australia & New Zealand and the Australasian College of Health Service Management
- Recipient of the 40 under 40 Award (WA) in 2010



**Carla Bonev**

BCom, MOrgPsych

Chief People Officer  
Appointed July 2020

- More than 16 years' experience in human resources management in global and Australian organisations, working in Australia and South Africa
- Previously held senior human resources roles at South32 and BHP
- Significant experience leading HR functions and using analytics and data to support organisational development and growth



**Ben Edwards**

BA

Chief Operating Officer  
Appointed January 2023

- Chief Executive Officer of St John of God Murdoch Hospital from February 2017 to December 2022
- More than 10 years' experience as a hospital and health care transformation leader
- More than 10 years' senior experience in management consulting in the UK and Australia with Ernst & Young and PwC
- Early career experience with the National Health Service (UK)
- Non-Executive Board Member at Juniper Aged Care

# Executive committee



## Janet Jones

MSc Nursing, PgDip Infection Prevention and Control

Chief Nursing Officer  
Appointed March 2024

- More than 30 years' nursing experience
- Held several senior management and leadership positions including Nurse Director at Fiona Stanley Hospital and Director of Nursing and Midwifery at St John of God Midland Public and Private Hospitals for six years
- Experience in clinical service redesign and hospital commissioning, and focused on building positive relationships and creating contemporary health care environments capable of delivering safe, high-quality person-centred care



## Tara Peters

BBus, Grad Dip Theology, Grad Cert Catholic Leadership

Chief Mission Integration Officer  
Appointed July 2022

- More than 20 years' experience across the public, private and not-for-profit sectors, with a broad background in finance, human resources and lay ministry roles
- Previously held roles within St John of God Health Care including Group Manager Mission Integration – WA/Hospital Operations and Director of Mission Integration St John of God Midland Public and Private Hospitals, following HR professional roles at Fiona Stanley Hospital with Serco
- Extensive experience in ministry leadership including formation, culture development and integrating Catholic identity and principles throughout organisations



## Xavier Saldoni

Dip. Business, BBA, Business Administration, PgDip. Audit

Chief Risk Officer  
Appointed March 2024

- More than 25 years' experience advising and leading risk, compliance and assurance functions in Australia and internationally
- Recent senior leadership roles include Chief Risk Officer positions at Medibank, ME Bank and Bank of Queensland. Previously held senior leadership roles at KPMG advising large corporations in Spain, England and Australia across a wide range of industries
- Significant experience in the financial services and health care industries
- Former Board member of the Australian Retail Credit Association (ARCA)





### Dr David McCoubrie

MBBS, FACEM

Chief Medical Officer  
Appointed June 2025

- More than 20 years' experience in clinical leadership, medical administration and emergency medicine across public and private health care
- Fellow of the Australasian College for Emergency Medicine, with ongoing clinical practice in the tertiary public sector. Previously Director of Emergency Medicine for eight years, leading a high-performing team focused on innovation and patient-centred care
- Extensive experience in medical governance, toxicology and research, including roles with the National and WA Poisons Information Centres and a past appointment at the Children's Hospital at Westmead, Sydney. Former member of the Western Australian Therapeutic Advisory Group
- Former Board Director of AMA WA and past Vice President and Chair of the Public Hospital Doctors Committee



### Wesley Smith

BCom, FCPA

Chief Financial Officer  
Appointed October 2023

- 27 years' experience in the commercial finance and strategy development disciplines across both listed and private organisations within the financial services, agricultural, utility and engineering sectors
- Skilled in growing and evolving businesses, driving value focused investment decisions, leading multidisciplinary teams, enhancing data analytics, purposeful mergers and acquisitions, commercial negotiation, risk management, capital and treasury management, tax structuring and corporate governance
- Previous leadership roles include senior financial roles at Capricorn, Wilmar, CBH Group, Alinta Limited and WestNet Infrastructure Group
- Current member of John XXIII College Foundation Committee, Chair of Independent Living Assessment, Indigo Inc. non-executive director and previously JOC Wellness non-executive director, and Chair of Finance, Risk, and Fundraising Committee



### Sidone Thomas

BBus (Hum RMtg), MIB

Chief Technology and Corporate Services Officer  
Appointed April 2024

- More than 20 years' leadership experience in leading Australian organisations across customer, technology and data, operations, project delivery, business development and marketing
- Previously held senior executive roles at Sydney Airport and The GPT Group, leading restructures and transformations to drive commercial and customer value
- Experience across a variety of sectors including health care, property and aviation

# Our locations

## Australia

### Western Australia

#### 1. Perth

Support services office

##### Hospitals

- St John of God Midland Public and Private Hospitals
- St John of God Mt Lawley Hospital
- St John of God Murdoch Hospital, including Murdoch Community Hospice
- St John of God Murdoch Hospital Surgicentre
- St John of God Subiaco Hospital
- St John of God Subiaco Eye Hospital

##### Services

- St John of God Foundation
- St John of God Healthcare at Home
- St John of God Drug and Alcohol Withdrawal Network
- St John of God Horizon House
- St John of God Mental Wellbeing Services
- Medicare Mental Health Centres
- St John of God Raphael Services

#### 2. South West

St John of God Bunbury Hospital including specialist centre

##### Services

- St John of God Healthcare at Home
- South West Cancer Accommodation Centre
- St John of God Horizon House
- St John of God Renal Dialysis
- St John of God South West Community Alcohol and Drug Service

#### 3. Mid West

St John of God Geraldton Hospital

##### Services

- St John of God Horizon House

#### 4. North West

##### Services

- St John of God Horizon House

### Victoria

#### 5. Melbourne

Support services office

##### Hospitals

- St John of God Berwick Hospital, including specialist centre
- St John of God Frankston Rehabilitation Hospital
- St John of God Langmore Centre

##### Services

- St John of God Accord
- St John of God Marillac
- St John of God Healthcare at Home
- St John of God Raphael Services

#### 6. Ballarat

St John of God Ballarat Hospital

##### Services

- St John of God Healthcare at Home
- St John of God Horizon House
- St John of God Mental Wellbeing Services
- St John of God Raphael Services

#### 7. Bendigo

St John of God Bendigo Hospital

##### Services

- St John of God Healthcare at Home
- Horizon House
- Mental Wellbeing Services
- Raphael Services

#### 8. Geelong

St John of God Geelong Hospital, including specialist centre

##### Services

- St John of God Healthcare at Home
- St John of God Horizon House
- St John of God Raphael Services

#### 9. Warrnambool

St John of God Warrnambool Hospital

##### Services

- St John of God Horizon House

### New South Wales

#### 10. Sydney

- St John of God Burwood Hospital
- St John of God Richmond Hospital

##### Services

- St John of God Casa Venegas
- St John of God Raphael Services

## New Zealand

#### 11. Christchurch

St John of God Hauora Trust

##### Services

- St John of God Addington
- St John of God Halswell
- St John of God Waipuna

#### 12. Wellington

##### Services

- St John of God Clouston Park
- St John of God Karori

## Asia Pacific

#### 13. Timor-Leste

##### Services

- Health Managers Program
- Core Competency Program
- Educator Development Program
- Quality Program

#### 14. Papua New Guinea

##### Services

- Haus Bung



# 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.

**Acute care**

Treatment of a sudden episode of illness or injury.

**Ambulatory care**

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

**Arts and health**

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

**Australian Council on Healthcare Standards (ACHS)**

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

**Board**

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

**Carer/giver**

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

**Catholic Social Teaching**

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

**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.

**Critical/Intensive Care Unit (CCU/ICU)**

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

**Discharge**

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

**End-of-life care**

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

**Enterprise Agreement**

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

**Episode/occasion of service**

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

**Formation**

Formal education and activities for caregivers, that aims to grow their understanding of and commitment to the Mission.

**Group**

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

**Governance**

The system by which St John of God Health Care is directed and managed. It is the framework within which the health care group works to realise its Vision and fulfil its Mission.

**Holistic care**

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

**Innovate Reconciliation Action Plan (RAP)**

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

**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.

**Kaumātua**

Māori (noun) Cultural Advisor

**Lost time injury frequency rate (LTIFR)**

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

**Māori**

Indigenous peoples of New Zealand.

**Mission**

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

**Modern slavery**

Describes situations where coercion, threats or deception are used to exploit people and undermine their dignity and freedom.

**National Safety and Quality Health Service Standards (NSQHS Standards)**

Eight mandatory national standards, developed by the Australian Commission on Safety and Quality in Health Care, that aim to improve the safety and quality of health service provision. The NSQHS second edition was updated in May 2021 and addressed gaps such as mental health, cognitive impairment, health literacy, end of-life care, and Aboriginal and Torres Strait Islander peoples' health.

**Not-for-profit or non-profit organisation**

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

**Net Promoter Score (NPS)**

A management tool that measures patient experience and satisfaction. It is based on likelihood of consumers recommending the services and outcomes received to others, typically rated in a numerical scale.



**Outpatient**

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

**Palliative care**

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

**Pastoral care**

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

**Perinatal mental health**

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

**Procedure**

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

**Same day patient**

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

**Separation (see also Discharge)**

The completion of an episode of care.

**Service Ethos**

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

**Social justice**

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

**Social Outreach**

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

**Sisters of St John of God**

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

**Stewardship**

Effective and sustainable use of resources.

**Sustainability**

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

**Te Tiriti o Waitangi**

Māori (noun) Known in English as the Treaty of Waitangi, this is Aotearoa New Zealand's founding document, outlining the relationship between Māori and the Crown. Te Tiriti is a living document that is fundamental to the relationships between Māori (known in Aotearoa as Tangata Whenua) and Tangata Tiriti (People of the Treaty i.e. non-Māori).

**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.

**Whānau**

Māori (noun) Extended family, family group, a familiar term of address to a number of people – the primary economic unit of traditional Māori society. In the modern context the term is sometimes used to include friends who may not have any kinship ties to other members.

**Workforce planning**

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



# Contact us

## Head Office

### St John of God Health Care

Level 1, 556 Wellington Street  
Perth WA 6000  
Tel: (08) 6116 0000  
Fax: (08) 6116 0800  
Email: info@sjog.org.au  
www.sjog.org.au

## Australia

## National

### St John of God Foundation

Level 1, 556 Wellington Street  
Perth WA 6000  
Tel: (08) 6116 0820  
Freecall: 1800 281 288  
Email: foundation@sjog.org.au

### St John of God Healthcare at Home

Level 2, Medical Centre  
St John of God Mt Lawley Hospital  
Ellesmere Road  
Mt Lawley WA 6050  
Tel: 1300 475 442  
Email: athome@sjog.org.au

### St John of God Social Outreach

Level 1, 556 Wellington Street  
Perth WA 6000  
Tel: (08) 6116 0000  
Email: socialoutreach@sjog.org.au

### St John of God Horizon House

Level 1, 556 Wellington Street  
Perth WA 6000  
Tel: (08) 6116 0562  
Email: horizonhouse@sjog.org.au

## Melbourne

### Support Services Office

Level 4, 360 Collins Street  
Melbourne Vic 3004  
Tel: (03) 9205 6500  
Fax: (03) 9690 0633

## Western Australia

## Hospitals

### St John of God Bunbury Hospital

Corner Robertson Drive & Busell 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 Bunbury Specialist Centre

114 Spencer Street  
South Bunbury  
Tel: (08) 9729 6759  
Email: BU.Specialist.Centre@sjog.org.au

### St John of God Renal Dialysis Unit Busselton Health Campus

Mill Road  
Busselton WA 680  
PO Box 5007, Bunbury WA 6231  
Tel: (08) 9754 0326

### St John of God South West Cancer Accommodation Centre

PO Box 5007, Bunbury WA 6231  
Tel: 0408 867 938  
Email: bu.accommodation@sjog.org.au

### St John of God Geraldton Hospital

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

### St John of God Midland Public and Private Hospitals

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

### St John of God Mt Lawley Hospital

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

### St John of God Murdoch Hospital

Barry Marshall Parade  
Murdoch WA 6150  
Tel: (08) 9438 9000  
Fax: (08) 9438 9543  
Email: info.murdoch@sjog.org.au

### St John of God Murdoch Community Hospice

Barry Marshall Parade  
Murdoch WA 6150  
Tel: (08) 9438 9500  
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  
Tel: (08) 9382 6111  
Fax: (08) 9381 7180  
Email: info.subiaco@sjog.org.au

### St John of God Subiaco Eye Hospital

Level 1/190 Cambridge Street  
Wembley WA 6014  
PO Box 510, Wembley WA 6913  
Tel: (08) 6258 3555  
Fax: (08) 6258 3556  
Email: info.subiacoeye@sjog.org.au

## Services

### St John of God Raphael Services Wembley

192 Cambridge Street  
Wembley WA 6014  
Tel: 1800 292 292  
Fax: 1800 433 992  
Email: raphael.wa@sjog.org.au

### St John of God Raphael Services Cockburn

14/11 Wentworth Parade  
Success WA 6164  
Tel: 1800 292 292  
Fax: 1800 433 992  
Email: raphael.wa@sjog.org.au

### St John of God Raphael Services Midland

Stan and Jean Perron Child Advocacy Centre  
1 Watertank Way  
Midland WA 6056  
Tel: 1800 292 292  
Fax: 1800 433 992  
Email: raphael.wa@sjog.org.au

### St John of God Raphael Services Wanneroo

Level 3, 30 Dundobar Road  
Wanneroo WA 6065  
Tel: 1800 292 292  
Fax: 1800 433 992  
Email: raphael.wa@sjog.org.au

### St John of God Raphael Services Mandurah

2/116 Pinjarra Road  
Mandurah WA 6210  
Tel: 1800 292 292  
Fax: 1800 433 992  
Email: raphael.wa@sjog.org.au

### St John of God Drug and Alcohol Withdrawal Network

176b Cambridge Street  
West Leederville WA 6014  
Tel: (08) 9388 5000  
Fax: (08) 9380 9793  
Email: dawn@sjog.org.au

### St John of God Mental Wellbeing Services Cockburn

14/11 Wentworth Parade  
Success WA 6164  
Tel: 1800 313 016  
Fax: 1800 313 008  
Email: mentalwellbeing@sjog.org.au

### St John of God Mental Wellbeing Services Mandurah

2/116 Pinjarra Road  
Mandurah WA 6210  
Tel: 1800 313 016  
Fax: 1800 313 008  
Email: mentalwellbeing@sjog.org.au

### St John of God Mental Wellbeing Services Midland

Stan and Jean Perron Child Advocacy Centre  
1 Watertank Way  
Midland WA 6056  
Tel: 1800 313 016  
Fax: 1800 313 008  
Email: mentalwellbeing@sjog.org.au

### St John of God South West Community Alcohol and Drugs Services (SWCADS)

109 Beach Road  
Bunbury WA 6231  
Tel: (08) 9721 9256  
Fax: (08) 9721 8375  
Email: admin.swcads@sjog.org.au

### Midland Medicare Mental Health Centre

23 Old Great Northern Highway  
Midland WA 6056  
Tel: 1800 595 212  
Fax: (08) 6266 3743  
Email: mmhc@sjog.org.au

### Armadale Medicare Mental Health Centre

65A Church Avenue  
Armadale WA 6112  
Tel: 1800 595 212  
Fax: (08) 6266 3743  
Email: mmhc@sjog.org.au

#### **Gosnells Medicare Mental Health Centre**

Corfield Medical Centre  
288 Corfield Street  
Gosnells WA 6110  
Tel: 1800 595 212  
Fax: (08) 6266 3743  
Email: mmhc@sjog.org.au

#### **Mirrabooka Medicare Mental Health Centre MedOne Medical Centre Mirrabooka (MYVISTA building)**

Unit 5/3 Doncaster Road  
Mirrabooka WA 6061  
Tel: 1800 595 212  
Fax: (08) 6266 3743  
Email: mmhc@sjog.org.au

## **Victoria**

### **Hospitals**

#### **St John of God Ballarat Hospital**

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

#### **St John of God Bendigo Hospital**

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

#### **St John of God Berwick Hospital**

75 Kangan Drive  
Berwick Vic 3806  
PO Box 101, Berwick Vic 3806  
Tel: (03) 8784 5000  
Fax: (03) 8784 5100  
Email: info.berwick@sjog.org.au

#### **St John of God Frankston Rehabilitation Hospital**

255-265 Cranbourne Road  
Frankston Vic 3199  
Tel: (03) 9788 3333  
Fax: (03) 8790 8747  
Email: info.frankstonrehab@sjog.org.au

#### **St John of God Geelong Hospital**

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

#### **St John of God Langmore Centre**

3 Gibb Street  
Berwick Vic 3806  
Tel: (03) 8793 9475  
Fax: (03) 8793 9440  
Email: info.langmore@sjog.org.au

#### **St John of God Warrnambool Hospital**

136 Botanic Road  
Warrnambool VIC 3280  
PO Box 316, Warrnambool Vic 3280  
Tel: (03) 5564 0600  
Fax: (03) 5564 0699  
Email: info.warrnambool@sjog.org.au

### **Services**

#### **St John of God Mental Wellbeing Services Ballarat**

U13, 25-51 Learmonth Road  
Wendouree Vic 3355  
Tel: 1800 313 016  
Fax: 1800 313 008  
Email: mentalwellbeing.vic@sjog.org.au

#### **St John of God Mental Wellbeing Services Bendigo**

15 MacKenzie Street  
Bendigo Vic 3550  
Tel: 1800 313 016  
Fax: 1800 313 008  
Email: mentalwellbeing.vic@sjog.org.au

#### **St John of God Raphael Services Ballarat**

U13, 25-51 Learmonth Road  
Wendouree Vic 3355  
Tel: 1800 292 292  
Fax: 1800 433 992  
Email: raphael.ballarat@sjog.org.au

#### **St John of God Raphael Services Bendigo**

15 MacKenzie Street  
Bendigo Vic 3550  
Tel: 1800 292 292  
Fax: 1800 433 992  
Email: raphael.bendigo@sjog.org.au

#### **St John of God Raphael Services Berwick**

57 Fairholme Boulevard  
Berwick Vic 3806  
Tel: 1800 292 292  
Fax: 1800 433 992  
Email: raphael.berwick@sjog.org.au

#### **St John of God Raphael Services Geelong**

108 Ryrie Street  
Geelong Vic 3220  
Tel: 1800 292 292  
Fax: 1800 433 992  
Email: raphael.geelong@sjog.org.au

#### **St John of God Accord**

108-130 Diamond Creek Road  
Greensborough Vic 3088  
Tel: 1300 002 226  
www.accorddisability.sjog.org.au

#### **St John of God Marillac**

Level 1, 556 Wellington Street  
Perth WA 6000  
PO Box 5753, St Georges Terrace,  
Perth WA 6831  
Tel: 1300 010 200  
www.marillac.sjog.org.au

## **New South Wales**

### **Hospitals**

#### **St John of God Burwood Hospital**

13 Grantham Street  
Burwood NSW 2134  
Tel: (02) 9715 9200  
Fax: (02) 9747 5223  
Email: info.burwood@sjog.org.au

#### **St John of God Richmond Hospital**

177 Grase 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

### **Services**

#### **St John of God Casa Venegas**

13 Grantham Street  
Burwood NSW 2134  
Tel: (02) 9715 9231  
Email: casa.venegas@sjog.org.au

#### **St John of God Raphael Services NSW**

36-38 First Avenue  
Blacktown NSW 2148  
Tel: 1800 292 292  
Fax: 1800 433 992  
Email: nsw.raphael@sjog.org.au

## **New Zealand**

### **National Office**

#### **St John of God Hauora Trust Support Services Office**

189 Peterborough Street  
Christchurch 8013  
Tel: +64 3 339 1790  
Email: info@sjog.org.nz

#### **St John of God Halswell**

26 Nash Road  
Halswell Christchurch 8025  
Tel: +64 3 338 2009  
Email: info@sjog.org.nz

#### **St John of God Karori**

11 Messines Road  
Karori Wellington 6012  
Tel: +64 4 464 2010  
Email: info@sjog.org.nz

#### **St John of God Waipuna**

349 Woodham Road  
Avonside Christchurch 8061  
Tel: +64 3 386 2159  
Email: info@sjog.org.nz

## **International**

### **Services**

#### **St John of God International Health**

Level 4, 360 Collins Street  
Melbourne Vic 3004  
Tel: (03) 9205 6500  
Email: international.health@sjog.org.au

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

