



For tomorrow,
today.

our organisation

our plan for the

⚡ **FUTURE**

Today



RESEARCH

LEADS TO

(change)

growth

+

TRANSFORMATION



Inspiration



which leads to

we invest in



Technology



SURGERY

It all begins with =

our Mission

&

OUR VALUES



results in

- > Hospitality
- > Compassion
- > Respect
- > Justice
- > Excellence



PEOPLE
who



CARE

about your
HEALTH
& will give you

2016-17

Support with our



KNOWLEDGE

+

Expertise



We are

**FORWARD
THINKERS**



Analytics

+

robotics

FOR TOMORROW, TODAY.



ST JOHN OF GOD
Health Care



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

3rd

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



23 FACILITIES COMPRISING
3,208 HOSPITAL BEDS



REVENUE OF
MORE THAN
\$1.6 BILLION





CONTRIBUTED
\$950 MILLION TO NEW
FACILITY DEVELOPMENTS
FROM 2013 TO 2017



COMMITTED **MORE THAN**
\$66 MILLION TO SOCIAL
JUSTICE INITIATIVES



EMPLOYED
13,315
CAREGIVERS



APPROVED **172**
NEW RESEARCH
PROPOSALS



OUR VISION

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



OUR MISSION

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



OUR VALUES

Our values guide our behaviours and reflect our heritage.

HOSPITALITY

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

RESPECT

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

COMPASSION

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

JUSTICE

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

EXCELLENCE

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

A PREMIER HOSPITAL OPERATOR, PROVIDING HIGH QUALITY, HOLISTIC HEALTHCARE



St John of God Health Care is a leading provider of high quality healthcare services that include hospitals, disability, community and outreach services throughout Australia, New Zealand and the Asia-Pacific region.

St John of God Health Care is one of Australia's largest non-government hospital operators and Australia's largest Catholic not-for-profit hospital operator. We have been operating hospitals in Australia for more than 125 years and currently run 23 facilities comprising 3,208 beds.

We pride ourselves on our compassionate approach that is holistic, ethical and individual and we aim to leave people who come into our care with a positive experience that honours their dignity and gives them a reason to hope.

Our culture fosters excellence through continuous quality improvement and encourages and supports innovation and research that enhances the patient experience and clinical outcomes.

For the 2016-17 financial year we achieved revenue of over \$1.6 billion, an increase of 7.3% on the previous year.

St John of God Health Care is a not-for-profit organisation and returns all surpluses to the community by introducing new technology to deliver better care, updating and expanding our hospitals and other health and community facilities and growing existing services where there is an identified need.

We committed more than \$21 million in 2016-17 to provide free, or low cost, social outreach services to support those who are vulnerable and disadvantaged to improve their health and wellbeing.

At St John of God Health Care all of our 13,315 employees are referred to as caregivers, recognising that we all contribute to something worthwhile and, regardless of our

role, contribute to the health and wellbeing of the people we serve.

We also appreciate that we don't work in isolation, but in partnership with our many stakeholders and the communities in which we operate, enabling us to deliver on our total commitment to service and high quality healthcare.



CONTINUING THE HEALING MISSION

St John of God Health Care was established in 1989 to take forward the ministry of the Sisters of St John of God who first brought their healthcare experience to Australia in 1895.

Today, our organisation continues to reflect the wisdom and inspiration of the Sisters.

The Sisters of St John of God came to Australia on the invitation of Bishop Matthew Gibney to care for the typhoid stricken in the Western Australian goldfields.

Word of their skill in healthcare spread and they were asked to establish hospitals, pathology and social outreach services in multiple locations across Western Australia, New South Wales and Victoria.

St John of God Health Care Inc. was incorporated in 1989 in order to sustain the Sisters' ministry into the future. The Sisters' hospital, pathology and radiology operations were transferred to this new entity.

In 2007, St John of God Health Care took on the management and operation of the Brothers of St John of God ministries in New South Wales, Victoria and New Zealand.

This increased the breadth of the organisation to include serving those with learning difficulties and intellectual disability, psychiatric care and child and family social services.

As our ministry and scale has grown St John of God Health Care has been able to take on further health and hospital operations operated by other Catholic ministries and healthcare organisations and expanded its service offering to more communities.

In 2016, St John of God Health Care divested its pathology operations to Clinical Labs, Australia's third largest pathology service operator. The sale enabled us to continue to invest, upgrade and focus on our hospital services that account for 90% of our service offering.

St John of God Health Care is a valued partner to government in the operation of public health services and facilities.



OUR STRATEGIC PRIORITIES 2015-2019

Our Strategic Priorities 2015-2019 build on and amplify the strategies and expectations outlined by the Trustees in *Our Vision 2015-2019* and assist us to achieve the outcomes identified.



1. TO BE A RECOGNISED LEADER IN THE AUSTRALIAN HEALTH SECTOR FOR THE PROVISION OF HIGH QUALITY HEALTHCARE



2. TO SIGNIFICANTLY INCREASE OUR INVESTMENT IN INFORMATION, ANALYTICS AND TECHNOLOGY



3. INCREASED AGILITY IN RESPONDING TO CHANGES IN OUR ENVIRONMENT AND IN IMPLEMENTING OUR PLANS



4. DEEPER PARTNERING WITH KEY STAKEHOLDERS



5. CAPITAL OPTIMISATION

DELIVERING CARE ACROSS AUSTRALIA, NEW ZEALAND AND THE ASIA PACIFIC REGION

Our hospital, health and outreach services are delivered from about 300 locations across Australia, in metropolitan and rural areas, as well as in New Zealand, Timor-Leste, Tonga and Papua New Guinea.

We have 17 hospitals and six licensed healthcare facilities in Western Australia, Victoria, New South Wales and New Zealand. Our 13 acute or general hospitals offer a range of surgical specialties, general medicine, obstetrics and other subspecialties. We operate five emergency departments and six intensive care units. We have three specialist psychiatric hospitals,

and a dedicated rehabilitation hospital in Victoria.

Nurses from Health Choices, our home nursing service, provide care to patients in their homes in Perth, Melbourne and regional Victoria.

Our Community Services include our disability services through Accord and Marillac in Victoria, and Social

Outreach services across Australia and internationally that aim to meet the needs of disadvantaged people within our communities.

St John of God Hauora Trust is a leading provider of disability, youth and social services in New Zealand.

IN 2016-17, ST JOHN OF GOD HEALTH CARE:



PERFORMED MORE THAN
207,500 PROCEDURES
IN OUR HOSPITALS AND
DAY SURGERY FACILITIES



DELIVERED
MORE THAN
12,500 BABIES



TREATED MORE THAN
133,000 PEOPLE IN OUR FIVE
EMERGENCY DEPARTMENTS



PROVIDED SUPPORT
AND ACCOMMODATION TO
166 YOUNG PEOPLE WHO
WOULD OTHERWISE HAVE
BEEN HOMELESS



PROVIDED MORE THAN
**113,000 EPISODES OF
CARE** THROUGH OUR
HOME NURSING SERVICE



SOCIAL OUTREACH PROVIDED PERINATAL MENTAL HEALTH CARE SERVICES TO **1,900 NEW PARENTS**



TREATED MORE
THAN **352,000**
OVERNIGHT AND
SAME DAY PATIENTS

PREPARING FOR TOMORROW, BY HARNESSING THE OPPORTUNITIES OF TODAY

////////////////////

The healthcare industry is facing unprecedented growth and change in Australia and around the world. In response St John of God Health Care has developed a transformational capability, much of which includes the uptake of new technology that will inform our delivery of high quality healthcare.

Our transformational program of works contributes to the achievement of Our Strategic Priorities 2015 – 2019 with a focus on service quality, caregiver satisfaction, the operational performance of our hospitals and our reputation as a recognised leader in the Australian health sector.

We are changing the way we utilise data and information and creating a culture where data and information are routinely used to provide insight and foresight, leading to significantly improved decision making and outcomes for our patients.

IN 2016-17:

INTRODUCED NEW **CLINICAL COMMAND CENTRE TECHNOLOGY** THAT HAS STREAMLINED THEATRE UTILISATION AND IMPROVED THE EXPERIENCE FOR PATIENTS, CAREGIVERS AND DOCTORS.



UNIVERSAL ACCEPTANCE OF THE **NET PROMOTER SCORE** MEANS THAT WE NOW REGULARLY ASK PATIENTS, SPECIALISTS AND CAREGIVERS TO RANK THEIR EXPERIENCE, RESULTING IN CONTINUAL FOCUS ON **EXCELLENCE IN SERVICE**.



A **NEW MOBILE APP** WILL CONNECT SPECIALISTS TO THEIR PATIENTS IN OUR HOSPITALS AND GIVE THEM EASY ACCESS TO DIAGNOSTIC INFORMATION.

A **WEB-BASED APP** AT OUR BUNBURY HOSPITAL SENDS DISCHARGE SUMMARIES TO GENERAL PRACTITIONERS AND PATIENTS' ONLINE MYHEALTH RECORDS.



A **NEW WEBSITE** HAS PROVIDED PATIENTS AND THEIR LOVED ONES WITH MORE INFORMATION ABOUT WHAT THEY CAN EXPECT WHEN THEY COME INTO OUR CARE AND SUPPORTS THEM THROUGH THEIR JOURNEY.



TECHNOLOGY LEADER CISCO RANKED US HIGHLY FOR **CYBERSECURITY PREPAREDNESS** AND FOR OVERALL **TECHNOLOGICAL MATURITY**.

BUILDING HEALTHY COMMUNITIES

As a not-for-profit organisation, St John of God Health Care reinvests in new and improved hospitals and facilities and redeveloping our hospitals to provide for expanded services and improvements to overall patient and caregiver experience.

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

IN 2016-17:

IN JUNE WE COMPLETED AND COMMISSIONED THE **\$41 MILLION REDEVELOPMENT OF ST JOHN OF GOD BENDIGO HOSPITAL**. WE EXTENDED THE EXISTING THREE LEVELS OF THE HOSPITAL AND ADDED 46 NEW BEDS AND A NEW OPERATING THEATRE, IN ADDITION TO REFURBISHING 69 EXISTING ROOMS, FAÇADE AND FRONT RECEPTION.

CONSTRUCTION OF THE **NEW ST JOHN OF GOD BERWICK HOSPITAL** IS ON SCHEDULE TO OPEN FOR PATIENTS IN JANUARY 2018. IT WILL HAVE 190 BEDS, SIX OPERATING THEATRES AND THE ABILITY TO INCREASE TO 300 BEDS IN FUTURE DEVELOPMENTS. THE NEW FACILITY IS JOINTLY OWNED WITH GENERATION HEALTHCARE REIT.

THE **ST JOHN OF GOD GEELONG HOSPITAL \$21 MILLION REDEVELOPMENT** HAS SEEN THE INTRODUCTION OF CARDIAC SERVICES, INCLUDES AN EIGHT-BED INTENSIVE CARE UNIT THAT HAS THE CAPACITY TO INCREASE TO 12 BEDS, AND RESULTED IN REFURBISHMENT OF THE CRITICAL CARE UNIT.

THE **ST JOHN OF GOD MT LAWLEY HOSPITAL REDEVELOPMENT** HAS SEEN ITS THEATRES, CENTRAL STERILE SUPPLY DEPARTMENT AND MEDICAL RECORDS UPGRADED.

STAGE TWO OF THE THREE-STAGE **ST JOHN OF GOD MURDOCH HOSPITAL REDEVELOPMENT** HAS PROVIDED UPGRADES TO THREE WARDS AND A NEW FOYER AND CHAPEL.

ST JOHN OF GOD SUBIACO HOSPITAL COMMENCED PLANNING FOR ITS NEXT MAJOR REDEVELOPMENT. TENANTS OF ST JOHN OF GOD HOUSE WERE RELOCATED AND THE BUILDING WAS DEMOLISHED IN MAY 2017. PLANNING FOR STAGE TWO WILL COMMENCE IN 2017-18.

ST JOHN OF GOD HAUORA TRUST REMEDIATED PART OF THE KARORI SITE IN WELLINGTON, NEW ZEALAND, TO STRENGTHEN THE OVERALL STRUCTURE AND MEET SEISMIC REQUIREMENTS FOR BUILDINGS IN THE AREA.

ADVANCING EXCELLENCE IN CARE THROUGH QUALITY OUTCOMES, RESEARCH AND EDUCATION



We foster a culture of excellence and exceptional care through continuous improvement in clinical quality and risk management, by encouraging research that enhances clinical practice standards, and by providing excellent training and education opportunities.

Our holistic approach to patient care requires safe, effective, appropriate and responsive care from engaged and competent caregivers and accredited health practitioners. Seeking better ways to provide this care is behind the significant work to strengthen our clinical governance performance.

Our hospitals consistently demonstrate exceptional performance beyond what is required by the National Safety and Quality Health Service standards and our hospitals are accredited by the Australian Council on Healthcare Standards.

Over the past 12 months, we have continued to implement an electronic clinical incident management system, to assist our hospitals in identifying key risks and help us to develop strategies to further improve patient safety and experience.

Specific obstetric, mental health and surgical safety initiatives were implemented as part of our proactive patient safety strategy.

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

As part of Our Strategic Priorities 2015-2019, we aim to increase high quality research that delivers innovation and translates into improvements in health outcomes for our patients.

To achieve this, we are committed to collaborative research with experts and pioneers in their field from academia, industry and clinical practice, to inform the delivery of best practice healthcare using new protocols, technology and products that improve health outcomes.

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

There is considerable focus on pastoral services training as an important component of our holistic approach to care and healing. Pastoral services are a defining aspect of our Catholic identity.

IN 2016-17:

ACHIEVED **75TH PERCENTILE** AGAINST PRIVATE PEERS IN PRESS GANLEY ANNUAL PATIENT SATISFACTION SURVEY.



ESTABLISHED AN **OBSTETRIC AND MIDWIFERY STEERING COMMITTEE** TO IDENTIFY QUALITY IMPROVEMENT INITIATIVES.



COMPLETED AN ORGANISATION-WIDE **DEPLOYMENT OF FOETAL MONITORING SYSTEM K2 GUARDIAN™** TO ALL BIRTH SUITE ROOMS.



APPROVED **172 RESEARCH STUDIES**, RANGING FROM QUALITY IMPROVEMENT AND EVALUATION PROJECTS THROUGH TO CLINICAL TRIALS OF NEW MEDICATIONS, DEVICES AND THERAPIES.

INTRODUCED A NEW **ELECTRONIC INCIDENT MANAGEMENT SYSTEM** TO FURTHER IMPROVE PATIENT SAFETY AND EXPERIENCE.



EXCEEDED NATIONAL BENCHMARKS FOR INFECTION CONTROL ESTABLISHED BY THE AUSTRALIAN COMMISSION ON SAFETY AND QUALITY IN HEALTHCARE.



SHOWCASED EXCELLENCE IN NURSING AND MIDWIFERY THROUGH **BIGGER, BETTER, BRIGHTER** PROGRAM.



ESTABLISHED A **MENTAL HEALTH COMMUNITY OF PRACTICE** WITH REPRESENTATION FROM THE THREE STATES IN WHICH WE PROVIDE MENTAL HEALTH CARE.

FOCUSED ON **ONGOING SKILLS DEVELOPMENT AND RESILIENCE** IN THE WORKPLACE THROUGH NURSING RESEARCH, AS WELL AS PATIENT EXPERIENCE AND MANAGEMENT.



INTRODUCED A **PASTORAL PLACEMENT FOR STUDENTS** IN OUR HOSPITALS THROUGH THE UNIVERSITY OF NOTRE DAME'S GRADUATE CERTIFICATE IN LIBERAL ARTS.



ACHIEVED RECOGNITION FROM THE UNIVERSITY OF NOTRE DAME; GRADUATES OF OUR NURSE MANAGER PROGRAM ARE NOW AWARDED A GRADUATE CERTIFICATE IN **NURSING LEADERSHIP AND MANAGEMENT**.

OUR CAREGIVERS CONTRIBUTE TO SOMETHING WORTHWHILE AND BEYOND THEMSELVES

Our caregivers people are key participants in our ministry, serving our patients and clients and pursuing the healing mission of Jesus Christ. They ensure that our Values and our Mission are the fabric of our health system.

People from all beliefs are invited to be part of our caring ministry. We are an inclusive organisation and recognise the contribution of all our caregivers for their skill, expertise, experience and innovative thinking.

A snapshot of our workforce reveals that 49% are professional nurses and midwives, 82% are female and 60% work part time, with a further 19% being casual employees. This mix is consistent with our desire to provide a range of flexible employment options to attract the best people to our organisation.

The employment of people with disability is a growing feature of the organisation's recruitment and selection process and a critical component of our Disability Inclusion and Action Plan.

Breaking down barriers inhibiting Aboriginal and Torres Strait Islander peoples from accessing employment is an objective of our second Reconciliation Action Plan launched in 2017.

Developing, encouraging and enabling our caregivers to be the best they can be in their roles is absolutely integral to providing exceptional service and care to our patients.

We support the professional and personal lives of our caregivers through remuneration and non-financial benefits. Benefits in addition to career and educational opportunities include employee assistance programs, subsidised wellness programs and salary packaging opportunities.

We demonstrate leadership in safety in the workplace through a multi-faceted occupational health and safety strategy that includes prevention, early reporting and intervention, and investigation into causal factors.

A connected and coordinated learning and development function enables our caregivers to respond to emerging industry trends, community needs and organisational management.



IN 2016-17:

WE EMPLOYED **13,315 CAREGIVERS** ACROSS AUSTRALIA AND THE ASIA-PACIFIC REGION.



49% OF ALL OUR CAREGIVERS ARE NURSES OR MIDWIVES.



4,445 SPECIALIST DOCTORS ARE ACCREDITED TO TREAT PATIENTS AT OUR HOSPITALS.



WORKFORCE PLANNING IS UNDERWAY TO RECRUIT **AN ADDITIONAL 200 CAREGIVERS** AND MORE SPECIALISTS FOR THE NEW ST JOHN OF GOD BERWICK HOSPITAL.

OUR FORMATION PROGRAMS HELP TO EMBED AN UNDERSTANDING OF OUR MISSION AND OUR SERVICE ETHOS, AND MORE THAN **3,500 CAREGIVERS** PARTICIPATED IN THIS RICH LEARNING OPPORTUNITY.



540 SENIOR LEADERS AND MANAGERS PARTICIPATED IN MISSION MENTORING.



OVER THREE YEARS WE EMPLOYED **68 ABORIGINAL AND TORRES STRAIT ISLANDER CAREGIVERS;** 40 REMAIN IN ROLES ACROSS THE ORGANISATION.



WE RECEIVED **149 APPLICATIONS** FROM PEOPLE WITH DISABILITY REGISTERED WITH A DISABILITY EMPLOYMENT SERVICE AND EMPLOYED 12.

COMMUNITY SERVICE, ADVOCACY AND PARTNERSHIPS



We are an important part of life within the communities in which we serve. Our community relations framework enables us to deepen and strengthen partnerships within the community and extend our ministry to provide hope and dignity where there is disadvantage and hardship.

By pursuing a deeper partnership with community groups in our local communities we can continue to deliver on our commitment to the highest quality of healthcare.

We strongly believe in our community responsibility and seek to relieve disadvantage and hardship. We are motivated to identify and respond where there are unmet social justice needs.

Our social justice agenda includes addressing inequity faced by people with disability via our Disability Action and Inclusion Plan, including securing employment within our organisation and providing a supported, sustainable and rewarding work experience.

Our Reconciliation Action Plan helps create employment opportunities

for Aboriginal and Torres Strait Islander peoples and address gaps in health service provision and cultural integration in our hospitals and health facilities around Australia.

Over the past year, more than \$21 million was spent delivering Social Outreach services that are free, or at a minimal cost, to support vulnerable communities in 36 separate locations across Western Australia, Victoria, New South Wales and Timor-Leste.

Our Arts and Health strategy contributed greatly to the wellbeing of whole communities. Music, visual art, performance and participative art provide therapy and healing.

To preserve our rich history in the many communities in which we have served, we have established a St John

of God Health Care Heritage Collection. This year, the Sisters of St John of God divested a substantial collection of their health-related items to us including equipment and photographs from hospital life in the Sisters' early pioneering years of the 18th century.

In the last financial year our charitable arm, St John of God Foundation, received more than \$3 million in philanthropic donations and pledges that was put toward revolutionary medical research, contemporary hospital infrastructure, clinical equipment and the delivery of critical social services.



IN 2016-17

WE ACCOMMODATED **77,634 BED NIGHTS** IN SUPPORTED ACCOMMODATION FOR PEOPLE WITH INTELLECTUAL DISABILITY, HOMELESS YOUTH AND CHRONIC MENTAL ILLNESS.



WE DELIVERED ALMOST **33,000 COUNSELLING SESSIONS** THROUGH OUR COMMUNITY-BASED MENTAL HEALTH SERVICES, INCLUDING RAPHAEL SERVICES.



36 CAREGIVERS USED **1,331 HOURS** OF COMMUNITY SUPPORT LEAVE.

OUR WORKPLACE GIVING PROGRAM ENABLED CAREGIVERS TO **DONATE \$43,308** TO CHARITIES VIA OUR PAYROLL SYSTEM.



OUR **ART SPONSORSHIP PROGRAM** INCLUDED SUPPORT FOR THE MANDORLA ART AWARD, THE BLACK SWAN PRIZE FOR PORTRAITURE, THE WA YOUTH JAZZ ORCHESTRA, BLACK SWAN STATE THEATRE, WA YOUTH ORCHESTRAS, MUSICA VIVA AND THE CATHOLIC ARTS OFFICE.

VISUAL ART COMMISSIONS

WERE COMPLETED FOR THE CHAPEL AT ST JOHN OF GOD ACCORD, THE ENTRANCES OF HAUORA TRUST'S WAIPUNA SERVICE AND ST JOHN OF GOD MURDOCH HOSPITAL, AND THE ATRIUM OF THE NEWLY REDEVELOPED ST JOHN OF GOD BENDIGO HOSPITAL.





1,135 VOLUNTEERS WORKED WITH US TO ENSURE OUR PATIENTS AND VISITORS WERE COMFORTABLE IN OUR CARE.

Acting CEO Marillac, Silvana Gugliandolo with client Sophia Glibatsas on the day the service transferred to St John of God Health Care.

HEAD OFFICE

St John of God Health Care
Ground floor, 12 Kings Park Road
West Perth, WA 6005
PO Box 508, West Perth, WA 6872
Tel (08) 9213 3636
Fax (08) 9213 3668
Email info@sjog.org.au

 facebook.com/sjoghealthcare
 twitter.com/sjog_healthcare

www.sjog.org.au

