



Little Company of Mary
Health Care Limited

Annual Review 2018/2019



Continuing the Mission of the Sisters of the Little Company of Mary

The Community Care Story

Calvary Community Care has been supporting people in their own homes and communities for over 20 years. We deliver a range of aged care, disability and other support services that enable independence, improve social connections and promote positive health and wellbeing.

The Retirement Communities Story

Calvary Retirement Communities (CRC) provides quality care and services within a supportive environment in which residents are respected for their individuality. CRC has 14 residential care facilities and three stand-alone independent living villages across NSW, SA and the ACT.

AGED AND COMMUNITY CARE SERVICES

OUR PEOPLE

1,667

SUPPORT WORKERS
1,328
SUPPORT STAFF
339

TOTAL

3,072

OUR PEOPLE

1,405

FACILITY STAFF
1,358
SHARED SERVICES
47

CARE STATISTICS



Total hours of care

1,299,948

TOTAL

Over 2.5 million hours

CARE STATISTICS



Total hours of care

1,266,281

CLIENTS



9,107

Clients

MALE
2,991
FEMALE
6,116

CLIENTS OVER 100 YEARS OLD

37

RESIDENTS



1,080

Active residents

MALE
323
FEMALE
757

Average age of

79 years old

Average age of

86 years old

SERVICES & LOCATIONS

19

VIC
NSW
ACT

TAS
SA
NT

Service Centres

102

Service types



SERVICES & LOCATIONS

17

NSW
ACT
SA

Facilities

348

ILUs

NSW & ACT

1,142

Beds



The Hospitals' story

Calvary has four public and 11 private hospitals that provide acute and sub-acute care. Eleven of our hospitals work together to provide complementary care across the regions in which they operate including: three hospitals in ACT, four hospitals in South Australia and four hospitals in Tasmania, including two hospitals in Hobart and two hospitals in Launceston. Our single hospitals in Riverina, Sydney, Newcastle and Melbourne work closely with local health area networks to provide valued services for our communities.



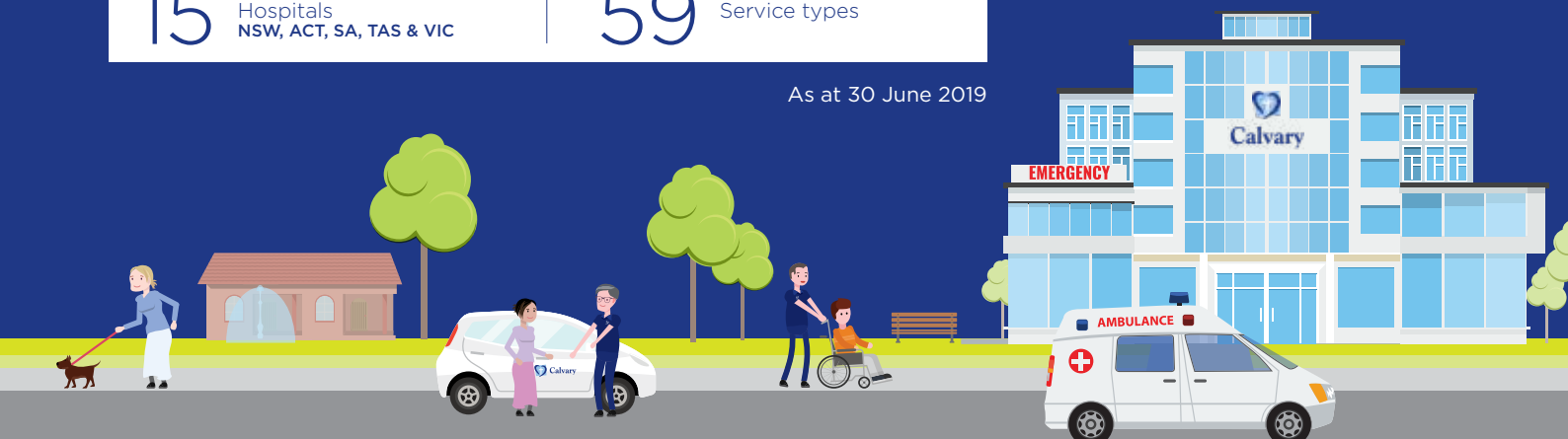
As at 30 June 2019

**You matter.
We care
about you.
Caring for
Australians
since 1885**

The Calvary story

Calvary has provided health care to the most vulnerable Australians, including those reaching the end of their life, since the arrival in Australia of the Sisters of the Little Company of Mary in 1885. We are a charitable Catholic not-for-profit organisation operating across six states and territories in Australia with 15 public and private hospitals, 17 Retirement and Aged Care facilities, and a national network of Community Care service centres.

NATIONAL OFFICE
Level 12/135 King Street
Sydney NSW 2000



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ACKNOWLEDGEMENT OF LAND AND TRADITIONAL OWNERS

Calvary acknowledges the traditional custodians and owners of the lands on which all our services operate. We acknowledge that these custodians have walked upon and cared for these lands for thousands of years. We acknowledge the continued deep spiritual attachment and relationship of Aboriginal and Torres Strait Islander peoples to this country and commit ourselves to the ongoing journey of reconciliation. Aboriginal and Torres Strait Islander people are respectfully advised that this publication may contain the words, voices, names, images and/or descriptions of people who have passed away.



COVER IMAGE

Registered nurses Russell and Clare with patients Melissa (left) and Olga (right) enjoying each other's company on the bridge linking Calvary ACT Bruce Public and Calvary Bruce Private hospitals.

Foreword from the Chair

Calvary Ministries Trustee Board

This is my first message to you as the newly appointed Chair of Calvary Ministries.

Calvary Ministries is a church body established by the Sisters so that their ministries and the charism of Venerable Mary Potter could live on and thrive in Australia, even though the Sisters are ageing and decreasing in number. We all owe a huge debt of gratitude to the Sisters for their foresight, hard work and commitment. We stand on their shoulders.

Venerable Mary Potter had a vision for the Calvary spirit to live through the Sisters of the Little Company of Mary, and through what she called the Greater Company of Mary, which includes all who share this journey of spirit and service across the Calvary organisation in retirement communities, hospitals and community care.

The work, the sacrifice to God and the humanity of the Sisters of the Little Company of Mary in Australia since six Sisters arrived in Sydney on 4 November 1885, has set the foundations for what Calvary is today.

When we succeed in sharing the Calvary spirit with those whom we serve, lives are touched for the better.

Over the course of the year, people assisted by Calvary have reflected on what this means to them. Here is one example:

"My family had the privilege of being supported by the incredible women from the Calvary Community Care team as we cared for our dying mother.

This letter is to express gratitude for the team and to highlight the intensity of working in this area and the need for more funding for this incredible program of support for those dying at home.

Caring for our mum at home seemed the perfect idea until we actually realised the complexities and emotional challenges this involved. Linda from the Central Palliative Care Service arranged for daily nursing visits to assist us with caring for mum. When Calvary Care nurses came to the house we were delighted to have the Catholic connection, and the Mary Potter charism to assist us. However we could not have anticipated the incredible dedication of this small group of women to our mum, and to us, over that intensive week."

Family Member, Calvary Aged and Community Care Services, South Australia

I am grateful for the enormous contribution that Bill d'Apice the former Calvary Ministries' Chairman and Garry Richardson, his former deputy, have made over the past decade.

Similarly, Calvary Ministries is grateful for the equally significant and generous contribution made by the Hon. John Watkins, AM, as Chair of the Little Company of Mary Health Care Board of Directors for the last nine years. John retires from this role in November 2019. The organisation and our ministry has been strengthened, renewed and blessed through John's exceptional leadership of the mission.

I thank the Little Company of Mary Health Care Board of Directors, the National Executive Leadership Team led by Mr Martin Bowles, AO, the service executives and our 12,000 staff for their dedication, attention to detail and their stewardship of our mission.

We offer our continued support and assure all that you are in our thoughts, hopes and prayers. On behalf of the Board of Trustees, Calvary Ministries, we thank you all for carrying on the important work and traditions of the Sisters of Little Company of Mary.

THE HON. MICHAEL LEE
CHAIR, CALVARY MINISTRIES



The Hon. Michael Lee, Chair

"The mission of the Little Company of Mary found its expression in the ministries of constant prayer for and service of the poor, the sick, the suffering and dying. These ministries were particularly directed towards all those whose social condition put them at the margins of society and therefore vulnerable to discrimination. As the Little Company of Mary Constitution state:

In the spirit of Mary on Calvary, our vocation impels us to enter into the sufferings of others, to bring about equality and dignity for all, and to collaborate with others to create a world of justice, love and peace (Lk 4:18; VC82) In this way we make visible the healing presence of Jesus. (C 1999. 1.05)."

SCHEDULE, from the Canonical Statutes for Calvary Ministries

Message from the Chair

Little Company of Mary Health Care (LCMHC)

This will be my last message as I will retire as Chairman of the Little Company of Mary Health Care Board at the Annual General Meeting in November 2019.

I would like to share with you some things I have learnt or come to know or seen since my journey with Calvary began 25 November 2010.

I've learnt that the Sisters of the Little Company of Mary are more special than I first thought. Each of them has a story and if you don't know the Sisters, you should get to know some of them. The story of their origins in Australia is remarkable.

Think of that first day in Australia in 1885 when they arrived. After five months on board a ship (the S.S. Liguria), rolling across the Indian Ocean they step ashore on 4 November, one of those stinking hot Sydney early summer days.

Listen to the yelling out of the crowds at Circular Quay, the horses clip clopping up George Street; smell the city stinking in the heat; see the sun's sharp light off the harbour; hear the white cockatoos and sea gulls calling and imagine the home sickness mixed with excitement of the very young Sisters standing on that dock blinking in the sunlight and wondering at the accents, the rough and ready behaviour, the sandstone buildings and about their new life of service and what it meant.

We owe a great deal to those original six and to all the Sisters who have followed Mary Potter's dream through the past 135 years in Australia. We today have inherited their spirit and have accepted the responsibility to

nurture the mission and ensure it continues into the future.

Gender equality is essential if justice is to be served and if institutions and companies are going to get the best results. I am proud that Calvary now has gender equality on the Board and I know that unless we are vigilant that equality can so easily be lost. Ours is an organisation established by women and the majority of current employees are women.

Over the last nine years there have been many highlights.

- In January 2011, Calvary Ministries became the sole member of LCM Health Care and the Trustees of the ministry.
- A Board Clinical Governance Committee has been established, providing governance and direction as we fulfill a sacred obligation to provide consistent, compassionate, safe and quality care. A Mission Accountability Framework has strengthened Calvary's mission governance.
- Calvary Bruce Private Hospital has been built in the ACT and is now delivering services. Hyson Green received a significant upgrade. Theatres have been redeveloped at Calvary Lenah Valley Hospital in Hobart. At Calvary Riverina Hospital, a drug and alcohol service has been built and opened; along with Rehabilitation and Palliative Care Units. A mental health facility has been opened at Calvary St Luke's Hospital, Launceston and a cardiac cath lab and endoscopy unit built at Calvary St Vincent's Hospital, Launceston.



The Hon. John Watkins AM, Chair

- Calvary built and opened a new residential aged care service in Muswellbrook, NSW. Calvary assumed responsibility for the ministry of Flora McDonald in Adelaide and St Catherine's in Berri from Mary Mackillop Care and the Sisters of St Joseph in South Australia.
- Calvary Health Care Bethlehem is being redeveloped as a health and retirement precinct allowing care of some of the most vulnerable in our population to continue and Calvary Adelaide Hospital has been built and is presently being commissioned.

I am really excited about the new Calvary Adelaide Hospital. The South Australian Community will have a first class brand new hospital with state of the art facilities including the first private 24 hour emergency department.

I acknowledge and thank Sister Kathleen Cotterill LCM and her Council for their unwavering support of our work. Likewise,



Calvary LCMHC Board members (L-R) David Catchpole, Jennifer Stratton, Lucille Halloran, Dr Annette Carruthers, Jim Birch AM, Dr Richard Matthews AM, Lucille Scomazzon, Pat O'Sullivan, Agnes Sheehan and Hon. John Watkins AM.



The Hon. John Watkins AM is the inaugural recipient of the 2019 National Mary Potter Award in recognition of John's exemplary leadership. During his time as Calvary Board Chair, John consistently demonstrated Calvary values of Hospitality, Healing and Respect, in the Spirit of Calvary and Being for others.

we value the support and guidance of the Trustees, who, led by Hon. Michael Lee, undertake a critical role in the governance of Little Company of Mary Health Care.

I am proud to have led an enthusiastic, professional and inspirational group of Directors. I thank them for their high quality and professional service to the Board.

I thank our National CEO, Martin Bowles, AO, PSM, the National Executive Leadership Team and all our leaders. They bring a wealth of knowledge to the table for the benefit of all at Calvary.

I am proud of the work that we do at Calvary and for the excellent patient care that we deliver to the people that we serve through our hospitals, residential aged and community care facilities. During my tenure I have witnessed the dedication, compassion of Calvary staff, volunteers and so many partners who work tirelessly to deliver the best possible care.

Never forget how truly frightened many hospital patients are. Human contact is one of the greatest gifts that can be given to patients in our hospitals. I recall a reassuring

pat on the arm as being one of the most comforting and reassuring things in the lead up to my own recent surgery.

I encourage you all to continue the Calvary journey and provide the best care in the Spirit of Calvary, being there for others as Venerable Mary Potter intended.

THE HON. JOHN WATKINS AM
CHAIR, LCMHC BOARD

Spirit of Calvary

Being for others

Everyone is welcome.

You matter. We care about you.

Your family, those who care for you, and the wider community we serve, matter.

Your dignity guides and shapes the care we offer you.

Your physical, emotional, spiritual, psychological and social needs are important to us.

We will listen to you and to those who care for you.
We will involve you in your care.

We will deliver care tailored to your needs and goals.

Your wellbeing inspires us to learn and improve.

Our strategy and year in review





Martin Bowles AO PSM, National Chief Executive Officer

Message from the National Chief Executive Officer

Calvary is undergoing a journey to position ourselves to be the health, community and aged care provider of choice in the markets we serve by delivering integrated, seamless, safe and quality care with equity and compassion at its base that is appropriate to the individual and community's needs.

Health care is changing quite

dramatically. The sector is still in a state of disruption with the public debate about private health insurance and the associated volatility this creates in private hospitals. Public hospitals are struggling to keep up with strong activity growth and the increased costs of operating.

The population is ageing, health and wellness patterns are changing and the community expectations of care is also changing. Our business environment is also changing along with technology which is opening up new ways of delivering high quality care.

We need to evolve if we are to stay relevant in our markets and continue to deliver our mission into the future.

Calvary continues to support government in managing demand in our public hospitals in ACT, NSW and Victoria as well as support through our private hospitals throughout the company.

Calvary is broadening our relationships across the health and care sector to deliver innovative models of care, including to those who are most vulnerable and those reaching the end of their life. The award winning ACT INSPIRE Program and Calvary North Adelaide Hospital's Palliative Care in the Home programs are two such examples.

The Royal Commission into Aged Care Quality and Safety

released its Interim Report, titled 'Neglect'. Calvary welcomes the Commission's report and will be closely considering the findings to date and anticipated recommendations of the Royal Commission's Final Report, due in November 2020.

We all have connections with aged care, whether through our families, our work, or other experiences. With this in mind, reports like this one can be difficult and upsetting to read. At Calvary, we strive to be the source of hope, nurturing and support across all our services – older Australians and younger people with a disability deserve safe and appropriate care, as do all Australians.

The deep commitment and expertise of our staff enables us to continue to support older Australians in the communities we serve and I thank them for their commitment and caring approach to the work we do.

While the Interim Report foreshadows recommendations across the Australian aged care system in terms of its design, funding and workforce, amongst other key areas for improvement; more immediate recommendations include the need for increased investment in home care packages, improved arrangements to support appropriate use of medications, and speeding up the process to support younger people with a disability to be able to access appropriate community residential options other than a residential aged care service.

Calvary remains committed to supporting the ongoing work of the Royal Commission and to continuing to improve the ways our systems and support services work. It is important to ensure each instance of care is as nurturing and as meaningful as possible.

Calvary remains committed to supporting the ongoing work of the Royal Commission and to continuing to improve the ways our systems and support services work. It is important to ensure each instance of care is as nurturing and as meaningful as possible.

Our transition to a regional structure is progressing. We are creating a 'Calvary Care system' that provides a gateway for partners to connect people across a full spectrum of care and provide a seamless experience to meet their expectations. The award winning GRACE program is one such example and we are continually striving to do more of this and do it better.

Within the regions in which we operate – ACT, NSW (Greater Newcastle and Hunter, Sydney and Riverina), Tasmania and South Australia – we are acutely aware that each has a unique and distinctively different set of service needs. What works well in one region will not necessarily work well in others and we are working to refine service delivery in each.

Our people are also transforming. Investing in our leaders is an investment in the future health and wellbeing of those we care for – our employees, patients, residents and clients. This year, 27 leaders participated in the inaugural Calvary Leadership Program, a partnership between Calvary and GE Healthcare. It has been extraordinary to see the personal development of each participant and their outstanding commitment to each other and to the

welfare of the teams they lead. Each participant now has organisation wide networks of strong relationships to assist in building stronger teams and be better equipped to excel in their executive roles and or aspire to regional and national executive roles.

Our behaviours drive the quality and compassionate delivery of our services.

This year I conducted a broad survey to track whether our staff feel our Strategic Intent behaviours are in alignment with their experiences. The results indicate we are on the way to alignment but have some work to do. The survey results are informing the transition to a regional structure, and in early 2020 Gallop will conduct a comprehensive survey to establish benchmarks with which to track our progress year on year and identify and address emerging issues.

We continue with our program of capital development. Highlights include the new \$350m Calvary Adelaide Hospital and the Calvary Health Care Bethlehem Health and Retirement Precinct in Caulfield, Melbourne.

Calvary Adelaide Hospital is Calvary's biggest ever investment and the largest private hospital in South Australia, and is on schedule to open its doors to patients in January 2020.

We have done a fair bit of work on Calvary Bethlehem Health and Retirement Precinct in the last six months to turn aspirations into a realistic working model. More than anything, this intensive process has resulted in extraordinary growth in the people involved to turn our aspirations into an innovative and achievable concept.

Overall, Calvary are uniquely positioned to deliver a full cycle of health care to meet consumer expectations.

Thank to you our 12,000 Calvary staff and volunteers, and the boards of Calvary Ministries and Little Company of Mary Health Care, and to the National Executive Leadership Team. It is your passionate and deep felt commitment to the mission of our founder, Venerable Mary Potter and the Sisters of the Little Company of Mary, that allows us to adapt and remain relevant so we may continue the delivery of quality, compassionate health care that has led our work for the past 133 years.

MARTIN BOWLES AO PSM
NATIONAL CHIEF EXECUTIVE OFFICER

Our Mission

We bring the healing ministry of Jesus to those who are sick, dying and in need through 'being for others':

- in the spirit of Mary standing by her son on Calvary;
- through the provision of quality, responsive and compassionate health, community and aged care services;
- based on Gospel values; and
- in celebration of the rich heritage and story of the Sisters of the Little Company of Mary.

Our Values



Hospitality



Healing



Stewardship



Respect

Our Vision

As a Catholic Health, Community and Aged Care provider, to excel, and to be recognised as a continuing source of **healing, hope** and **nurturing** to the people and communities we serve.

Our Behaviours

- We will be present, attentive and listen to each other.
- We will recognise the achievements of others.
- We will actively involve each other in decision making.
- We will be transparent.
- We will be accountable for our actions.
- We will not look to shift blame.

Priority: A focus on quality and safety

All staff understand and are supported to perform their roles and responsibilities with maximum effectiveness.

Create respectful, collaborative relationships with patients, residents, clients, families and community partners from which to grow compassionate, person-centered models of care.

Commit to zero preventable harm and reduce the unplanned variation that leads to such harm, prioritising safety and continuous improvement.

Priority: Care of our people and our working environments

Provide safe, equitable workplaces that are welcoming and respectful of all.

Attract and encourage people who value making a difference and are willing to contribute a range of complementary skills, motivated by the spirit of 'being for others'.

Entrust, support and equip people to make their best and most effective contribution to Calvary's mission to provide 'healing, hope and nurturing to the people and communities we serve.'



Priority: Partnering and planning for the present and the future

Anticipate and respond to opportunities that will impact upon the communities that Calvary serves.

Research and innovate to meet health and social needs now and in the future.

Advocate for, and initiate responses to, unmet needs and people experiencing disadvantage in the communities we serve.

Priority: Caring for our resources

Upgrade and maintain our facilities, ICT assets, infrastructure, and work environments and pursue innovative enterprise for the benefit of our people and our environment.

Sustain and develop new sources of funding to serve people now and in the future.

Create opportunities and partnerships to utilise our resources more effectively in the service of others.

In 5 years' time Calvary will...

Be the health, community and aged care provider of choice, delivering with equity and compassion integrated, seamless, safe and quality care appropriate to the individual, and the community's needs.



Greg Robertson, Domestic Services Manager at Calvary Public Hospital Bruce

Our strategy and year in review

Caring for our resources



STRATEGIC INTENT

Priority: Caring for our resources

Upgrade and maintain our facilities, ICT assets, infrastructure, and work environments and pursue innovative enterprise for the benefit of our people and our environment.

Sustain and develop new sources of funding to serve people now and in the future.

Create opportunities and partnerships to utilise our resources more effectively in the service of others.



Greg Robertson, Domestic Services Manager, Calvary Public Hospital Bruce

Environment

At Calvary we acknowledge the potential impact our activities have on the environment and are committed to ensuring continual improvement of environmental management as an integral component in the delivery of our health, aged and community services.

Calvary Public Hospital Bruce is a great example of how our services work hard to help ensure a number of recycling initiatives actively participate in waste avoidance, reduction, reuse and recycling programs to reduce our environmental footprint.

Customer Services Manager, Greg Robertson attributes Calvary Public Hospital Bruce's (CPHB) sustainability success to leadership from a large number of people in various roles across the hospital.

"In hindsight I think we were moving with social attitudes towards better waste management practices. Our progress sped up with the direction and tangible support provided by the ACT Government ACT Smart Business recycling program.

Our enthusiasm and early gains sparked broader interest and support. Then things started to occur that indicated the extent of staff ownership and leadership around sustainability. I vividly recall the team from our Birth Suite quite a few years back waving a pair of blue disposable scissors in front of me and insisting there must be some process available to prevent them going into waste.

Similarly strong representation came from the Operating Theatres team who have been at the forefront of sustainability

when they implemented schemes that recycle single-use sterile blue cotton towels included in 'theatre packs' and single-use medical instruments.

There are many examples across Calvary - too numerous to list, but a recent significant initiative was last year when Clinical Team Leaders voted for the hospital-wide elimination of polystyrene cups. This decision eliminated 40,000 non-recyclable items from our waste output.

What I find most encouraging is that our staff have made sustainability part of their daily routines. Sure - we're not perfect, but we are well on the way to making a real difference. We feel we have shown our community 'that if a hospital can do it, any-one can.'

Our progress has been vindicated by ongoing success in the Government's ACT Smart Business Awards and recognition from the ACT Commissioner for Sustainability and the Environment, Professor Kate Auty. Our journey is assisted by encouraging our contractors to participate in our scheme.

Now we have 31 separate waste disposal streams, with a number of others in the pipeline awaiting roll out. Our waste to landfill has decreased immensely; our usage of utilities including gas, electricity and water has reduced with proportionate costs savings; and our campus is more attractive with better waste arrangements."

People

Calvary aims to attract people who value making a difference and are motivated by the spirit of being for others. We believe our 11,383 employees and 1,116 volunteers are fundamental to helping us contribute to building inclusive, caring, resilient and connected communities in the regions in which we operate.

See page 22 'Caring for our people and working environment' for full details.



(L-R) Resident Joy Kemp and staff member Reshmi Cox-Brogan spend time in the garden at Calvary Haydon Retirement Community.



Geoff Davis, Facilities Manager at Calvary Bruce Private Hospital

Review of Operations

The principle activities of the Group during the period were the provision of acute health services by private and public facilities, sub-acute services, palliative care, residential aged care, independent living units (ILU), community and home care services.

Calvary continues to invest in its ability to be a source of healing and in facilities which enable Calvary to provide a wider range of services to the local communities.

Calvary continues to invest its funds back into the operations:

- The Calvary Lenah Valley Hospital operating theatre upgrades were completed in April 2019
- Construction of the new Calvary Adelaide Hospital has been completed and the facility is now being commissioned to commence operations in early 2020
- Calvary Ryde Retirement Community site is being redeveloped and will comprise 116 bed residential aged care facility and 21 additional independent living units.

A deficit of 1.8 million was incurred for the Group for the financial year ended 30 June 2019 (2018: surplus of \$62.0M).

Calvary's underlying operating performance has been impacted by the sector wide

challenges in the private hospital market driven by pressures from private health insurers and a downturn in the private surgical activity. In addition, there were a number of one-off transactions in 2018-2019 that impacted the result, including non-capitalisation expenditures associated with the Calvary Adelaide and Bethlehem Hospital developments.

The private hospital sector continues to seek improved health fund rates, within a challenging environment of increased focus on quality of care and safety.

The aged care and home care sectors are significantly funded by the Commonwealth government where rate increases continue to be below inflation rates.

Calvary has responded to these ongoing challenges by continuing to focus on our mission and our approach of person-centred care, whilst implementing measures to manage controllable costs and generate additional revenues.

Notwithstanding this year's operating result, Calvary has a very strong balance sheet and overall financial position to support the pursuit of further opportunities for business growth.

Profit or Loss FY19

	2019	2018
	\$'000	\$'000
Revenue	1,285,746	1,235,754
Other income	36,282	35,129
Total revenue and other income	1,322,028	1,270,883
Employee benefits expense	808,734	758,285
Goods and services	324,046	310,253
Finance costs	4,484	4,688
Depreciation and amortisation	58,599	50,049
Other expenses from ordinary activities	134,263	116,671
Total expenses	1,330,126	1,239,946
Operating (deficit)/surplus	(8,098)	30,937
Capital funding received	6,326	31,080
Net (deficit)/surplus for the year	(1,772)	62,017

Expenses

The Group's expenses from operating activities totalled \$1,325.6 million. Personnel costs represent 61% of total operating expense. Staffing levels for clinical services have decreased during the reporting period with total staff of 6,526 full time equivalents as at 30 June 2019. The actual number of staff as at 30 June 2019 was 11,383.

Revenue

The Group's revenue totalled \$1,292.1 million. Grants and subsidies from Government for hospital and aged care operations totalled \$517.7 million. Grants and subsidies represent 40% of revenue from operating activities.

Consolidated cash flow statement

	2019	2018
	\$'000	\$'000
Net cash inflows from operating activities	52,040	113,208
Net cash outflows from investing activities	(74,661)	(213,202)
Net cash flow (used) in financing activities	(14,790)	(933)
Net (decrease) in cash	(37,411)	(100,927)
Free	384,983	463,712
Tied	97,508	90,190
	482,491	553,902

Balance Sheet

	2019	2018
	\$'000	\$'000
Current assets		
Cash and cash equivalents	259,323	296,734
Trade and other receivables	94,040	80,664
Inventories	17,658	16,690
Term deposits	223,168	257,168
Other current assets	15,596	7,684
Total current assets	609,785	658,940
Non-current assets		
Trade and other receivables	1,140	1,114
Property, plant and equipment	878,549	822,505
Investment property	2,640	3,232
Intangible assets	32,692	38,734
Other non-current assets	-	364
Total non-current assets	915,021	865,949
TOTAL ASSETS	1,524,806	1,524,889
Current liabilities		
Trade and other payables	100,800	95,746
Borrowings	2,225	9,059
Employee benefits	141,436	128,238
Other provisions	8,351	6,386
Income received in advance	20,514	19,665
Refundable loans	286,329	287,474
Total current liabilities	559,655	546,568
Non-current liabilities		
Trade and other receivables	1,037	1,085
Borrowings	72,422	84,363
Employee benefits	17,017	14,855
Other provisions	1,645	3,216
Total non-current liabilities	92,121	103,519
Total liabilities	651,776	650,087
NET ASSETS	873,030	874,802

Our strategy and year in review

Partnering and planning for the future



Calvary Adelaide Hospital, South Australia





On 14 August 2018, (L-R) Commercial and General Executive Chairman Jamie McClurg, SA Premier Steven Marshall and Calvary Chair John Watkins AM attended an important 'topping out' milestone of Calvary Adelaide Hospital construction at 12 storeys high.

Partnering and planning for the future Highlights

CALVARY ADELAIDE PARTNERS WITH SA HEALTH

A landmark four year agreement between SA health and private health providers, including Calvary Adelaide will help to reduce elective surgery waiting lists and ease emergency department pressure in South Australian public hospitals.

The partnership allows public patients to access elective surgery, rehabilitation and emergency services at four Calvary hospitals – Wakefield, North Adelaide, Central Districts and Rehabilitation during peak demand periods.

CALVARY BRUCE HOSPITAL 40TH BIRTHDAY CELEBRATIONS

Calvary Public Hospital Bruce celebrated its 40th birthday on 2 March. The former ACT Minister for Health and Wellbeing, Meegan Fitzharris MLA presented Calvary with a 40th birthday card to mark this important milestone in recognition of the successful partnership between Calvary and ACT Health.

Calvary Public Hospital Bruce was officially opened by former prime minister, Malcolm Fraser and Archbishop Edward Clancy on 2 March, 1979.

CALVARY CENTRAL DISTRICTS HOSPITAL CHAPEL HEALING GARDEN

In collaboration with the City of Playford, Birds SA, and local artist – John Whitney; students from Elizabeth Grove Primary School volunteered to co-design a garden between the chapel and oncology department at Calvary Central Districts Hospital in South Australia.

Calvary Central Districts Hospital together with the children selected a bird theme for the garden. Birds SA provided a workshop for the children to learn about the local habitats of native birds and John Whitney, a well known mural artist, tutored the children on panel-painting techniques and developed several pieces showcasing the students artwork. The students designed and planted the native garden to attract birds, with the help of the City of Playford Biodiversity Team and hospital staff. Two local businesses donated irrigation and water features to further enhance the project.

Completed in November 2018 – the rewarding project not only increased the children's knowledge of native birds, biodiversity, garden design and teamwork, but also their knowledge and understanding of a hospital, and the roles of hospital staff. They also experienced the benefits of volunteering by displaying compassion and empathy for patients.

At the garden launch, each student placed a painted stone in the garden. The healing garden has made a big difference to patients and their families, and has brought joy to them as they look out the window. It is a relaxing space where patients, visitors and staff can sit.

CALVARY RIVERINA DRUG AND ALCOHOL CENTRE INITIATIVES

Calvary Riverina Drug and Alcohol Centre in partnership with Murrumbidgee Primary Health Network deliver the following programs:

Women's Wellness and Recovery Program, continues to provide tailored specialist treatment and support to pregnant women and new mothers living in Wagga Wagga, Narrandera, Griffith, Young and Deniliquin who are experiencing alcohol and drug disorders. Based on a regional partnership and collaboration model the program provides referrals to other community services.

Drug and alcohol counselling services are provided as part of the *Headspace* program which targets young people aged 12-25 who are at risk of experiencing mental health issues and the *Likeminds Suicide Prevention* program for people at risk.



Nurse and midwife Meleseini Tai-Roche is currently studying medicine at the Notre Dame Wagga Rural Clinical School. Picture: Emma Hillier. Photo courtesy of the Wagga Daily Advertiser.

STRATEGIC INTENT

Priority: Partnering and planning for the present and the future.

Anticipate and respond to opportunities that will impact upon the communities that Calvary serves.

Research and innovate to meet health and social needs now and in the future.

Advocate for, and initiate responses to, unmet needs and people experiencing disadvantage in the communities we serve.

UNIVERSITY OF NOTRE DAME AND WAGGA WAGGA RURAL CLINICAL SCHOOL PARTNERSHIP

Notre Dame University Medical School recently presented Calvary Riverina Private Hospital with certificates of appreciation to acknowledge the advanced specialty training that the hospital has provided to third year obstetrics students since 2015.

The Wagga Wagga Rural Clinical School opened in June 2011 and on 4 August 2014, a standalone, purpose built clinical school building was opened on the hospital grounds as part of a project funded by the Commonwealth Government.

One of the graduate students, Meleseini Tai Roche, originally trained as a nurse and midwife will graduate this year as a doctor. She has spent the past two years at the school. Her husband Brendan Tai-Roche is a nurse at Calvary Riverina. "I was thrilled to have the opportunity to develop my career and transition from being a midwife to a doctor at Calvary Riverina Hospital. It is a wonderful environment for us to balance our work and family life, allowing my husband to work part time and help look after the children while I studied to become a doctor," Ms Tai-Roche said.

Story originally published in the Daily Advertiser Wagga, May 6, 2019.

CATHOLIC HEALTH CARE PALLIATIVE CARE REPORT CALLS FOR MORE HOME-BASED PALLIATIVE CARE SERVICES

A recent report "*Palliative Care in the Catholic Sector*" commissioned by Catholic Health Australia (CHA) – launched at North Adelaide Hospital, calls for the provision of more home-based palliative care services to relieve the pressure on hospitals and save health dollars.

The report draws on the experiences of more than 9,400 palliative care patients admitted to CHA member hospitals each year.

According to CHA Chief Executive Officer Suzanne Greenwood, the projected growth of Australia's ageing population will mean significantly more Australians will need access to high-quality end-of-life and palliative care services.

"Our ageing population is increasing up to 22% per year and by 2056, the number of deaths is expected to double and as many as 70 per cent of people would prefer to die at home."



Clinical Nurse Raelene Baron and patient Ian from Calvary Central Districts Hospital, South Australia.

Partnering and planning for the future

Capital developments



Calvary Lenah Valley, Tasmania's Urology Theatre Team, (L-R) Steve Swift, Theatre Assistant, Dr Emil Tahtouh, Surgical Assistant, Katie Hinchon, Clinical Nurse Educator, Mr Anthony Eaton, Urology Surgeon, Deirdre Joseph, Ann Richardson and Bernie Anderson (Theatre Nurses).

Introducing robotic surgery in SA and TAS

STATE OF THE ART ROBOTIC SURGERY NOW OPERATIONAL AT CALVARY NORTH ADELAIDE AND CALVARY LENAH VALLEY

State of the art robotic surgery is now operational at Calvary North Adelaide and Lenah Valley Hospitals with the inaugural robotic surgery performed at Calvary North Adelaide in November 2018 using the latest da Vinci® XI robotic technology.

Calvary is the first hospital in both South Australia and Tasmania to use this innovative technology which results in faster recovery times for patients with them spending less time in hospital.

At Calvary North Adelaide the da Vinci® XI robot is housed in theatre no 4 and is used for acute complex cancer related cases including urology, colorectal, gynaecology and head and neck surgeries.

The da Vinci® XI system allows surgeons to perform minimally invasive, highly accurate laparoscopic surgery, supported by Calvary North Adelaide's onsite Level 2 ICU.

The da Vinci® XI robot features two-metre long arms, a central operating tower and a surgeon's console, has been used in a range of surgical procedures, including colorectal, abdominal, hepato-biliary and ENT.

The first da Vinci® X robot surgeries at Calvary Lenah Valley were performed in June 2019. The ground breaking operating sessions saw four robotic assisted urology procedures held over two days. Planning is already underway to expand robotic assisted surgery into the gynaecological, colorectal, thoracic and ear nose and throat specialities.

“The advent of robotic surgery at Calvary Lenah Valley has given my patients access to minimally invasive radical prostatectomy without the significant disruption of having to travel to Melbourne for the surgery. With use of the da Vinci robot I am seeing patients recover much faster from their surgery with a decreased length of stay, less post-operative pain and significantly less time with a catheter.”

Mr Anthony Eaton, Urologist
Calvary Lenah Valley Hospital



Calvary Adelaide Hospital's distinctive blue facade can be seen across Adelaide.

Calvary Adelaide Hospital

TOTAL PROJECT VALUE: \$345 MILLION
TARGET COMPLETION DATE LATE 2019

The new Calvary Adelaide Hospital is the largest-ever private hospital to be built in South Australia and the first new private hospital in nearly 20 years.

The 344 bed hospital will replace the Calvary Wakefield and Calvary Rehabilitation hospitals. Around 700 hospital staff will relocate to the new facility, which will allow for growth of around 50% staff on completion and capacity for significant growth in staff in the following years.

Owned by Dexus and Adelaide-based developer Commercial & General, and under construction with building contractor John Holland Constructions, the 12 storey hospital is located on the corner of Pulteney and Angas Streets, Adelaide.

The new building will house over 6,000 sqm of specialist medical suites, radiology and pathology services, pharmacy and sports medicine facilities. The expanded emergency department will be the State's only privately owned 24-hour emergency department with two resuscitation bays.

Construction is due to be completed in late 2019, ready for Calvary to commission ahead of opening for patients in early 2020. Details of the new hospital are available at www.calvaryadelaide.org.au

In alignment with the values of wise stewardship, Calvary generates profits for the purpose of reinvesting our funds in services and capital infrastructure. Our capital development infrastructure aims are to: meet forecast population growth; and or provide more responsive and inclusive models of care; and or complement the delivery of public health services. Calvary is grateful for the support of multiple stakeholders, including primary health networks; local, federal and state governments; and the commercial sector in providing for the future health care needs of the communities we serve.



Site Area 57,000 sqm
**12 floors + 3
 basement levels**



Bed Capacity
344



24/7 Emergency
Department



Rehabilitation Wing
**with pool and
 garden**



Spacious Ensuite
Patient Rooms



New
**Career
 Opportunities**



16 state of the art
Theatres



Artist's impression of the proposed Calvary Bethlehem Health and Retirement Precinct.

Calvary Bethlehem Health and Retirement Precinct, Victoria

TOTAL PROJECT VALUE: \$154 MILLION (CONSTRUCTION COST \$120 MILLION)
TARGET COMPLETION DATE LATE 2021

Construction of the \$120 million new integrated hospital, independent living units, residential care facilities, and community and primary care services are set to commence in late 2019 with a two year construction phase.

Patients, residents, staff and the wider community will benefit from a substantial redevelopment of the current 1960's Calvary Health Care Bethlehem public hospital in Caulfield, after VCAT approved revised plans for the proposed precinct.

The design, revised in response to community sentiment, will see the existing hospital replaced by a health and retirement precinct comprising a new sub-acute hospital, primary care services, community care, retirement village, residential aged care facility, medical centre and cafe.



Artist's impression of the proposed Calvary Launceston Hospital.

Proposed Calvary Launceston Hospital, Tasmania

TOTAL PROJECT VALUE: \$90 MILLION
TARGET COMPLETION DATE TBA

Calvary's proposal for the relocation of our two Launceston hospitals to a site adjacent to the region's major hospital – Launceston General Hospital has successfully proceeded to the second stage.

Calvary has commenced detailed clinical services planning to determine the projected private health care needs of the people of this region to ensure that the new private hospital will be well placed to meet the needs of the people now and into the future. The opportunity to co-locate public and private services also provides

many benefits to the state government and the existing key clinical staff through shared access to high tech services and equipment, providing additional access to services (including alternatives to inpatient care) and improved patient amenities.



Artist's impression of Calvary Ryde Retirement Community.

Calvary Ryde Retirement Community, New South Wales

**TOTAL PROJECT VALUE: \$61.2 MILLION (CONSTRUCTION COST OF \$50 MILLION)
TARGET COMPLETION DATE MID 2020**

Due for completion in mid 2020, the state of the art precinct will include a 116 bed residential aged care facility with an additional 21 independent living units comprising of one, two and three bedroom apartments.

The redevelopment of Ryde Retirement Community's historic site will offer an integrated community with a residential aged care

service, retirement living village, health and wellness centre, onsite respite and community support services for seniors, as well as dedicated dementia spaces, and open air gardens and community spaces.



The newly refurbished hospital waiting room area at Calvary Lenah Valley.

Stage 2-5 Calvary Lenah Valley Theatre Redevelopment

STAGE 2-5 OF THE OPERATING THEATRE UPGRADES ARE NOW COMPLETE.

The newly completed area includes 18 stage 1 recovery bays, 21 day surgery chairs and beds, new patient change rooms, pre-op waiting area, pre-admission, and day surgery reception. The completion of the final stage of the Lenah Valley theatre redevelopment supports the busy eight theatre and one angiography suite operating theatre complex.

The complex performs over 7,500 operations per year ranging from day cases to complex neurosurgery, cardiac surgery and over 1000 orthopaedic joint replacements.



Our strategy and year in review

Caring for our people and working environment



(L-R) Resident Joy Kemp and staff member Reshmi Cox-Brogan spend time in the garden at Calvary Haydon Retirement Community.



Mark Green, National Director of Mission

People, Values and Culture

Calvary strives to provide safe, equitable and respectful workplaces. We aim to attract people who value making a difference and are motivated by the spirit of 'being for others'.

EVALUATING OUR MISSION ACTIVITIES

Calvary continues to develop its mission governance framework or *Mission Accountability Framework* with its 12 areas of focus. Our mission plans are designed to strengthen the Calvary spirit we have received from the Sisters of the Little Company of Mary. Feedback from the people Calvary serves will tell us the extent to which they perceive us to live and breathe our values.

FORMATION ACTIVITIES

Formation programs introduce the concept of reflective practice to help managers and teams deepen their awareness of the Spirit of Calvary demonstrated in behaviours, manner and approach to people in our care.

The first cohort of seven participants in the Catholic Health Australia Ministry Leadership Program have completed nine sessions of formation over a 20 month period. The second cohort of seven is about half way through the program.

A Calvary formation program, which examines heritage, vocation and spirituality, responding to suffering, ethics and discernment is being developed. Three sessions have been delivered to the Calvary Aged Care and Community Services (ACCS) Executive with one more planned.

One participant wrote, "An excellent session, clearly articulated. I certainly came away with a much deeper understanding of vocation and spirituality. Afternoon tea with the Sisters was an amazing privilege."

ETHICAL INTEGRITY

Some examples of particular achievements in this area include:

- Development of position policy and procedures in response to the introduction of Voluntary Assisted Dying (VAD) in Victoria
- New guidance on hysterectomy (endometrial ablation plus tubal ligation) continues to be developed
- Two policies and a code of business practice in support of ethical sourcing have been developed.
- A policy in relation to the provision of nutrition and hydration at the end of life
- Extending oncology research and trials in South Australia
- Re-evaluating our approach to cosmetic plastics work.

SPIRITUAL FOCUS

Highlights throughout the year that demonstrates our spiritual values include:

- *Reflective practice and everyday life:* A book of Living Resources has been released by our Canberra mission team for use nationally to assist develop and nurture a reflective culture in the workplace.
- The Fra Angelico program at Calvary North Adelaide Hospital demonstrates the creative ways in which staff and volunteers meet the spiritual needs of people they encounter in the course of their work. A patient created art for her very young children as a reminder that she would always be watching over them. She received the gift wrapped artwork just a few days before she died and her family were extremely grateful that the little ones had these ceramic items, beautifully designed by their mother, as a lasting message of love and presence.
- Calvary Aged Care and Community Services trialed the Connect To Spiritual resource developed by Meaningful Ageing Australia for carers to assess resident's spiritual needs. The resource will be rolled out across ACCS during the next 12 months. In addition, The Spiritual Champions concept is being developed in sites who do not have pastoral staff, to assist them to assess and respond to residents' spiritual needs.

ORGANISATIONAL CULTURE

Programs that have increased our engagement and organisational culture include:

- Evaluation of mission inductions are being conducted across Aged and Community Care Services to identify gaps and improvements with positive feedback received
- A national behaviours campaign for staff has been recommended by the People, Values and Culture Committee (PVCC). This involves a commitment from the 85 senior leaders to a suite of common principles to promote a culture of healing, hospitality, respect and good stewardship and to evaluate its impact
- Calvary Riverina Hospital is conducting a campaign to improve alignment with Calvary values and deeper awareness of the impact each person has within his/her team. Staff feedback has been very positive.

COMMUNITY ENGAGEMENT

Our work in actively engaging with local communities had led to some innovative programs including:

Calvary Public Hospital Bruce has endorsed and published a Reconciliation Action Plan (RAP). This will increase visibility of our commitment to reconciliation with visual resources for patients, visitors and staff. A national plan is being developed, with a commitment that an Acknowledgement of Country will be implemented in all meetings.

Calvary Health Care Kogarah's (CHCK) Ngara-baya Aboriginal committee is now established. A sacred, safe aboriginal garden is being championed by the local Aboriginal Community. A grant has been sourced and planning is underway.

PREFERENCE FOR THE POOR AND VULNERABLE

Our charitable endeavours demonstrate our commitment to the poor and vulnerable.

In Adelaide, refugee mentoring continues to make a difference to young students that have experienced an unsafe environment in their own countries. The transition from Hampstead Primary to Blair Athol School has been positive and the school encourages group work. If a Calvary mentor does not attend a mentoring session, the student will join in an activity with other Calvary mentors.

PERSON CENTRED CARE

Changes are made as a result of patient, client and resident feedback.

For example, Calvary Mater Newcastle Hospital Management Committee approved a submission to dedicate a wall space in the public area to feedback "You said, We did" material to our consumers and visitors. It commits us to specific visible behaviours and activities. Other services receive feedback and make changes to practice in similar ways.

ADVOCACY

Our advocacy work promotes health care improvements for all.

Calvary Mater Newcastle in conjunction with the Hunter New England district Aged Care Emergency Team, aged care liaison nurse and invited guests visit a different residential aged care facility (RACF) each month to meet with staff to review transfers between the hospital and the RACF. The aims of these meetings is to build beneficial working relationships, improved communication channels to decrease unnecessary admissions and decreased calls to ambulance services.

Another Calvary Mater Newcastle initiative - Accelerated Transfer to Die at Home - works with MyNetCare, community and aged care providers, palliative care services across the Lower Hunter district, GPs, the Cancer Council and the ambulance service. This has resulted in tangible improvements in caring for palliative care patients who would normally be sent to the emergency department at the request of distressed family members. The program leads to a quicker turnaround for patients not admitted to hospital. Development of a key contact list has improved communication and an extended care paramedic now works with the ambulance service and visits RACFs for minor treatments which has decreased demand on ambulance services resulting in less emergency calls and admissions to hospital.

Other achievements include:

- Calvary North Adelaide is the first private hospital to introduce palliative care services in the home
- Calvary North Adelaide hosted the launch of the CHA palliative care services report
- A pastoral care information session for admissions centre staff at Calvary John James and Bruce Private Hospitals has resulted in more women identified as coming to theatres for the loss of their baby and Calvary is better placed to respond to their grief
- Calvary's submission to the Royal Commission into Aged Care Quality and Safety including proactive changes which would improve the industry, the sector and the experience of residents and clients
- Published and peer reviewed research by Calvary titled "Patient Reported Outcomes of Pastoral Care in a Hospital Setting", demonstrates the positive impact of spiritual emotional care on patient health outcomes.

MARK GREEN NATIONAL DIRECTOR OF MISSION

STRATEGIC INTENT

Priority: Care of our people and our working environments.

Provide safe, equitable workplaces that are welcoming and respectful of all.

Attract and encourage people who value making a difference and are willing to contribute a range of complementary skills, motivated by the spirit of 'being for others'.

Entrust, support and equip people to make their best and most effective contribution to Calvary's mission to provide 'healing, hope and nurturing to the people and communities we serve.'

CALVARY MISSION ACCOUNTABILITY FRAMEWORK – FIVE ELEMENTS

What is the experience of the people Calvary serves?

1 People's experience

2 People's stories

How well does Calvary implement mission plans?

3 Mission outcomes

4 Management's progress reports

5 External reports



Kitchen staff from Calvary Wakefield Hospital, (L-R) Dawn Schapel, Carl Stevall, Matthew Birkin, and Kaylene Anfileatro.

Our people

Calvary was awarded the Employer of Choice for Gender Equality (EOCGE) citation for the fifth consecutive year. The WGEA Employer of Choice for Gender Equality citation recognises Calvary's active commitment to achieving gender equality in our workplaces.



Calvary is a major employer of women with over 12,000 employees, 80% of which are female with 60% female representation at executive level and 70% representation at manager level.

“Calvary is committed to continue to play our part in bridging the gender gap for women in the workplace and to look for ways to embrace and value difference in our services.

But as a leader it is important that we create a positive gender inclusive workplace culture and one that values difference which will then flow into the community we live in. My personal commitment is to raise awareness and promote behaviours that will contribute towards achieving this at Calvary.”

Martin Bowles AO PSM
National Chief Executive Officer.

Male Champions of Change

The Male Champions of Change (MCC) Institute works with influential leaders to redefine men's role in taking action on gender inequality. It activates peer groups of influential male leaders, supports them to step up beside women, and drives the adoption of actions across private sector and government.

The Health Care and Social Assistance industries are projected to make the largest contribution to employment growth in Australia increasing by 250,300 to 2023.

At present women hold 80% of roles in the health sector, though they are not proportionally represented in management positions (70.2%).

The health sector is female dominated, but many of the highly paid positions are male dominated for example (medical practitioners), while lower paid roles including nursing and midwifery have as much as 89% dominance.

The Male Champion of Change Health Charter exists to:

- Drive a significant and sustainable increase in the representation of women in leadership positions in the Health sector
- Support women to take advantage of growth within high-paid careers within the sector, and
- Cultivate inclusive cultures that deliver efficiency across the broader health sector.

Calvary is committed to the Male Champions of Change initiative and with Martin Bowles, National Chief Executive Officer and Calvary board member, Jim Birch as an ambassadors – Calvary wants to increase the number of women in leadership positions, implement flexible working hour's policies and address and take action on gender pay inequality.

To date Calvary has participated in numerous workshops and meetings and agreed to share WGEA data to progress change.

Visit www.malechampionsofchange.com for more information.

My Learning

A new online system to improve the management of training has been developed. This system was launched in 2018, and addresses several gaps in training administration, record keeping and reporting and delivers:

- Significant administrative efficiencies by removing all paper and manual data entry steps
- A live/up-to-date training calendar with the ability to access a broader range of training
- A consolidated history of all training via My Kiosk to help with CPD registration
- Management with better reporting on training effectiveness, completion and coverage.

OVERVIEW

The system consists of the following parts:

- Central library of approved training course plans and codes
- Training calendar showing a 'local view' to staff of training at their service
- Online system for staff to register and training coordinators to mark attendance
- Automation of transfer of training records into Chris 21 (centralising this data with e-Learning records)
- Expand the L&D training dashboard to reflect training effort.

Course snapshot

ONLINE COURSES COMPLETED FY 2018/19

2,288 National Induction Program

2,291 National Induction Program – Professional Conduct

2,345 National Induction Program – Work Health and Safety Introduction

2,407 Palliative & End of Life Care Modules 1 & 2

493 Volunteers Induction

ADDITIONAL COURSES OFFERED ONLINE

7,771 Hand Hygiene

5,275 Fire & Emergency Procedures

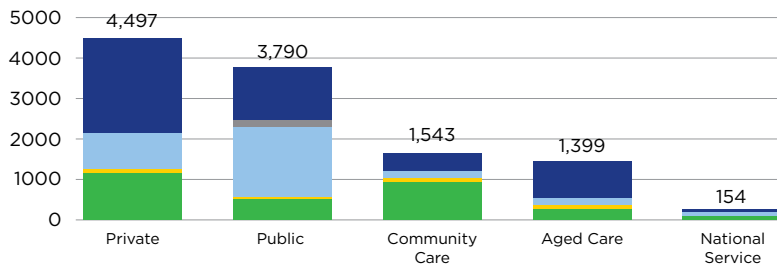
1,109 Identifying, Reporting and Responding to the Abuse of Older People

1,037 Open Disclosure

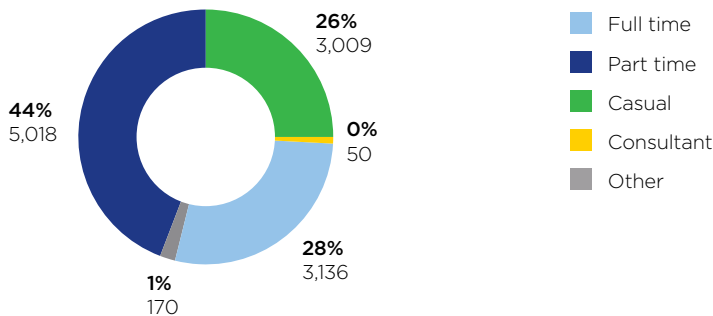
3,839 Basic Life Support

1,028 Conflict & Challenging Behaviour and Awareness

HEADCOUNT BY STREAM AND EMPLOYEE STATUS



HEADCOUNT BY EMPLOYEE STATUS



FY 18/19

Employees

11,383

Contracted FTE

6,776

Average age

43.9

Average years of service

7.20

Volunteers

1,116

Female

80.9%



The 2019 cohort of senior leaders taking part in the Calvary Leadership Program workshop. The program is designed to assist leaders to excel in the executive roles and or aspire to regional and national executive roles. (L-R) Carlos Mora Patino, Marcus DiMartino, Leanne Riddsdale, Dale Song, Tanya Brooks, Godwin D'Amato, Alison Jeanne, Marissa Ledlin, David Izzard, Leah Magliano, Luke Sams, Kate Ingles, Petula Steel, Ed Van Galen, Toni-Ann Miller, Michelle Garner, Bronwyn Johnston, Kaivalya Prasad, Therese Howe, Sarah Hemmingsen, Kathy Hetherington, David Stupple, Brenda Peterson, Lachlan Ophof, Aaron Woods, Tamara Gusa; and Jane Cleveland, National Learning and Development Manager.

Calvary Leadership Program

Calvary partnered with GE Healthcare to build our future senior Calvary leaders. Investing in our leaders is an investment in the future health and wellbeing of those we care for – our employees, patients, residents and clients.

The program is designed to assist leaders to excel in their executive roles and or aspire to regional and national executive roles.

GE's specialist health and leadership training experts have developed a bespoke program designed specifically for Calvary leaders. The program uses a mix of active learning experiences and coaching for performance to help bring out the best in our leaders and ultimately, our people.

In 2019, thirty of our senior managers and high potentials within Calvary were nominated by Hospital Regional CEOs with the National Director of Hospitals; and the National Director of Aged and Community Care Services.

Successful nominees were senior leaders who:

- Effectively role model Calvary organisational values and behaviours
- Have a track record of consistently high performance
- Have the ability and potential to develop exceptional people leadership skills
- Inspire future leadership excellence within Calvary

The Calvary Leadership Program commenced 6 May 2019 and will conclude 6 November 2019 delivering more energised, capable leaders as well as strategic projects to drive specific change and innovation at Calvary.



“My professional career aspirations and personal passion in completing this course are to create highly effective teams; helping people realise their skills; and helping them to best serve the organisation.”

Tamara Gusa, National Manager
ICT Strategy, Design & Architecture



Surgical ward staff (L-R) Leema George, Alexis Bey and Dr David Rodda at Calvary Wakefield Hospital, South Australia.

Workplace health and safety review

Calvary's values of hospitality, healing, stewardship and respect are established foundations to workplace health, safety and injury management.

This year as part of Calvary's commitment to safety, a new Work Health Safety and Injury Management strategy (WHSIM) was introduced.

The vision for this strategy was based upon the premise that all injuries are preventable and keeping all Calvary's workers safe is key priority.

The WHSIM strategy 2019/21 provides the framework to drive this change in culture and performance assisting to achieve a safe and sustainable business.

To support this objective, four national strategic priorities have been identified to ensure that we continue to improve the governance and compliance of our key WHS risks.

The priorities are:

- Leadership & Culture
- Risk & Assurance
- Systems & Processes
- Health & Wellbeing

KEY RESULTS

As part of Calvary WHS team's commitment to ensure that as a business we continue to evolve and seek continuous improvement the following objectives have been achieved:

- Establishment of key measurable objectives and targets
- Improved visibility by way of a new WHS dashboard that provides succinct safety performance metrics and incident trending
- Improved site accountability for systematic risk identification, analysis and application of controls in order to provide key focus on critical areas for continuous safety improvement
- Provision of greater WHS awareness and commitment across the business by actively involving all workers through the effective communication of WHS activities and issues through the introduction of standardised monthly performance report
- Implementation of a standardised return to work (RTW) framework and training program in order to manage and implement RTW strategy and guidelines for the provision of consistency in the achievement of legislative compliance and successful RTW management for injured workers

- Development and implementation of a national wellness program called Calvary Pulse with the goal to encourage everyone to adopt and practice healthy lifestyles to improve their physical and mental well-being.

Successful implementation of these initiatives was achieved through the provision of effective WHS input and relied on the commitment, sound knowledge and drive of the executive and WHS management teams across the organisation.

Working together towards a strategic goal has provided Calvary with the opportunity to be seen as a proactive organisation that manages WHS issues as an essential component of business and set the industry benchmark.

Our strategy and
year in review

Excellence in care



A focus on quality and safety



(L-R) Juliane Samara NP and Nikki Johnston OAM at Clare Holland House

Clinical Governance Framework – delivering safe and effective care

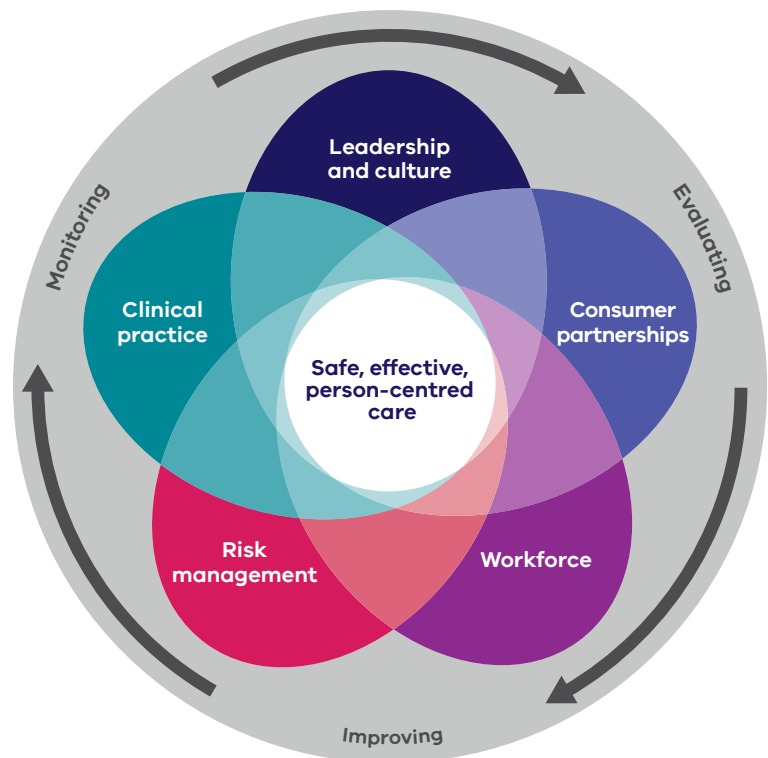
Calvary is committed to delivering excellence in care and providing the highest possible levels of patient, resident and client safety outcomes.

The Clinical Governance Framework, approved by the Calvary Board in May 2019, provides guiding principles for staff and partners in the provision of care. This structure sets the expectation and encourages all to participate proactively in the improvement process and in sustaining a safety-orientated culture.

The framework sets out the key structures, systems and processes that enable organisation-wide accountability for the delivery of high quality, safe care.

The framework is comprised of five major domains:

1. Leadership and Culture
2. Consumer Partnership
3. Workforce
4. Risk Management
5. Clinical Practice



Safer Care Victoria, Delivering High Quality Healthcare: Victorian Clinical Governance Framework. June 2017.

STRATEGIC INTENT

Priority: A focus on quality and safety.

All staff understand and are supported to perform their roles and responsibilities with maximum effectiveness.

Create respectful, collaborative relationships with patients, residents, clients, families and community partners from which to grow compassionate, person-centered models of care.

Commit to zero preventable harm and reduce the unplanned variation that leads to such harm, prioritising safety and continuous improvement.

Lippincott Project Standardisation of Nursing Procedures

In late 2018, the National Clinical Governance team decided to implement the Lippincott Procedures database across Calvary to improve the way clinical procedures are developed and managed at a service level to ensure staff have access to the latest evidence-based tools to support quality customer care.

Lippincott Procedures Australia is a point-of-care procedure guide managed by Wolters Kluwer Health, a US based company who have partnered with the Australian College of Nursing to adapt the Lippincott Procedures for Australian clinicians.

Calvary is the first organisation in Australia to implement and integrate the Lippincott Nursing Procedures into all care settings (Hospital, Community and Residential Aged Care) as mandatory clinical practice documents.

By the end of 2019, 300 procedures will be available for use with 450 procedures available by 2021. Calvary is working with the Lippincott Asia Pacific Team to support the implementation of this project and procedures will be developed, managed and updated annually by Lippincott, thereby reducing staff workloads in promoting standardisation of clinical practice.

The Lippincott Nursing Project team is working with each service to support the change and working closely with the National Digital Communications Systems Team to develop a solution that supports the integration of the Lippincott procedures within the current Calvary Connect document centre. This has provided an opportunity for all streams and services to review their clinical policies and procedures to identify which ones will be replaced by the Lippincott Procedures.

Once the IT solution is finalised it is planned that several sites will go live in September and all services will have access to the Lippincott Procedures by December 2019.

Patient experience surveys

Calvary is committed to learning from feedback and improving the care and experience of our patients, residents and clients. One mechanism to achieve this is the patient experience survey utilised in our private hospitals.

In FY18/19 over 20,000 patient experience surveys were completed using the Australian Patient Experience Question Set created by the Australian Commission on Safety and Quality in Health Care in Calvary's 11 Private Hospitals.

These questions coupled with Calvary's own provides us with rich information on the experience of our patients, helps us identify what we are doing well and identify areas where our services could be improved.

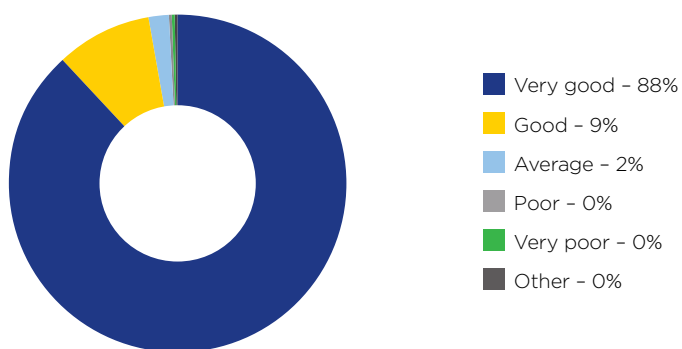
Net promoter score

82.81%

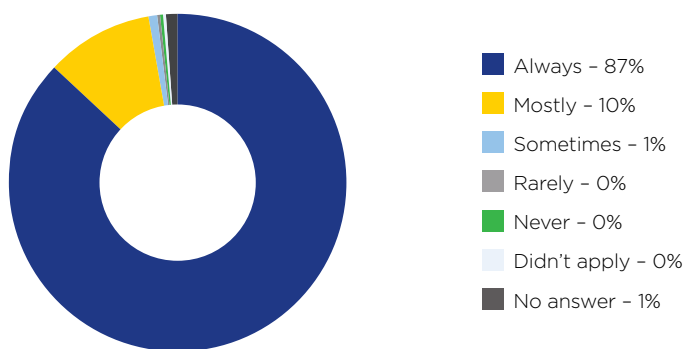
The net promoter score is a customer satisfaction measure on the willingness of patients to recommend Calvary's services to a friend or colleague.

Survey highlights

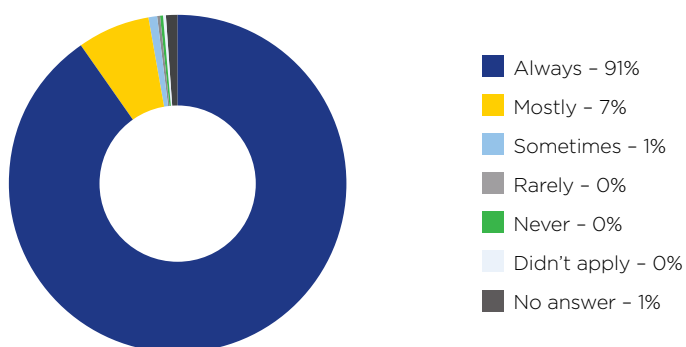
OVERALL, THE QUALITY OF TREATMENT AND CARE I RECEIVED WAS



WHEN I WAS IN HOSPITAL, I FELT CONFIDENT IN THE SAFETY OF MY TREATMENT AND CARE



I WAS TREATED WITH RESPECT AND DIGNITY

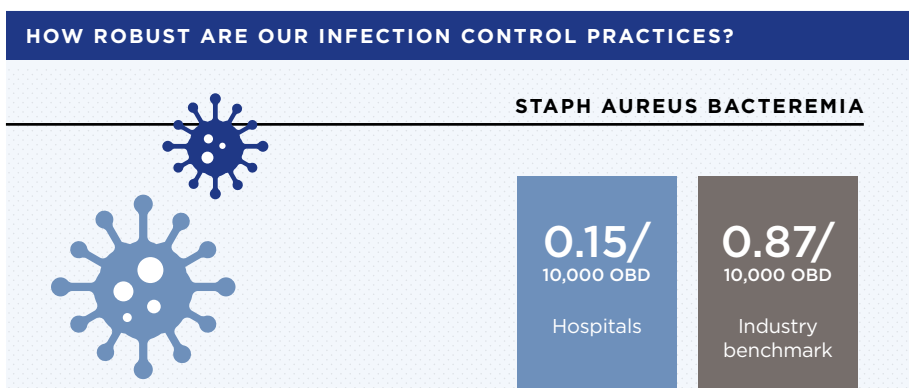
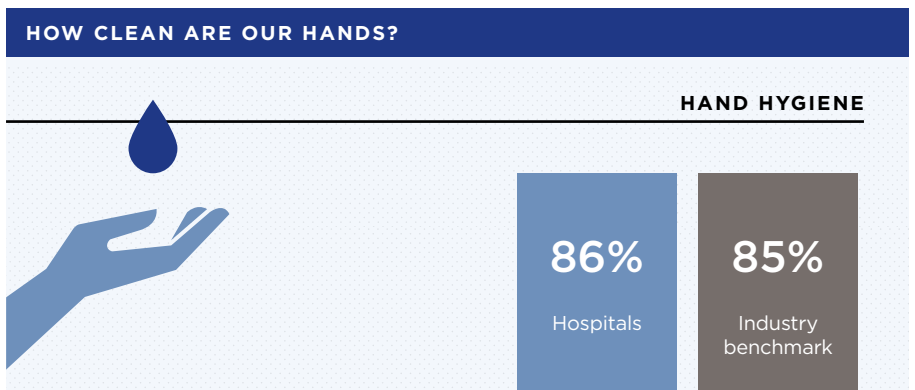
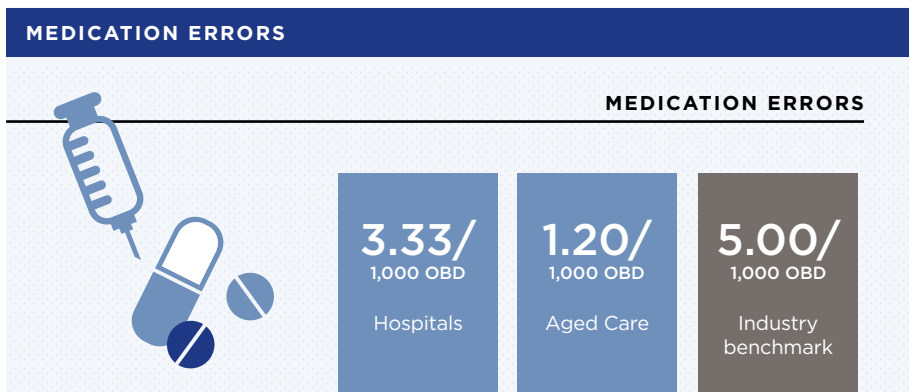
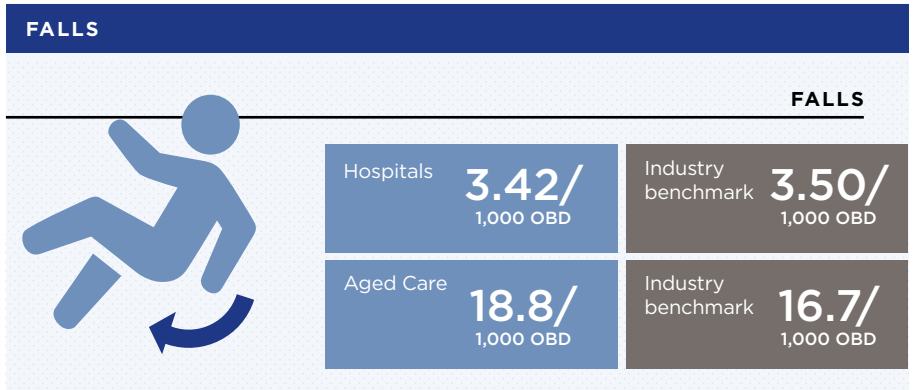


Clinical Safety and Quality Indicators

Calvary is committed to ensuring patients, residents and clients receive safe and high quality health care. There are a number of mechanisms used to achieve this including the collection, measurement and reporting of key clinical performance indicators.

These indicators allow us to monitor and target quality improvement programs to improve the care and experience being provided at all of our facilities. Where possible Calvary measures our quality and safety indicators against industry benchmarks. Data from public hospitals is also published on the MyHospital website.

All Calvary services are fully accredited against the relevant standards as established by peak healthcare organisations including Australian Commission on Safety and Quality in Healthcare, Aged Care Quality and Safety Commission and NDIS Quality and Safeguards Commission.



All Calvary services are fully accredited against relevant standards.

Recognition and Awards



Nikki Johnston OAM

Nikki Johnston OAM wins inaugural National Nursing Trailblazer Award

Nikki Johnston OAM, Palliative Care Nurse Practitioner at Clare Holland House, Bruce Public Hospital was awarded the inaugural National Nursing Trailblazer Award for her extraordinary contribution towards improving the end of life care for those living in residential aged care.

The Award, launched by the Hon. Greg Hunt, Minister for Health in conjunction with the Australian College of Nursing, is bestowed upon a nurse who has demonstrated leadership to bring new thinking to a wide range of health care challenges.

Nikki was also recognised in the 2019 Australia Day Honours and received a Medal of the Order of Australia for her contribution to nursing.

Nikki was also part of the award winning INSPIRED team at Clare Holland House who were awarded the Team Excellence Award in the 2019 HESTA Australian Nursing and Midwifery Awards.



Professor Geoff Isbister AM and a carpet python

Professor Geoffrey Isbister AM receives Queen's Birthday Honours

Professor Geoff Isbister, Staff Specialist Clinical Toxicology and Pharmacology at Calvary Mater Hospital Newcastle received a 2019 Queen's Birthday Honours.

Geoff has spent his career studying snakes, spiders, poisons and drugs. The discoveries he's made and the changes they've helped make, have led him to be appointed a Member of the Order of Australia (AM) for significant service to medical research in the field of toxicology.

A big part of Geoff's work has been establishing the Australian Snake Bite Project, a multi-centre study that recruited snakebite cases from all over Australia, collecting clinical information, laboratory investigations and blood samples. The project has reduced the dose required from many vials to one, which has potentially saved millions of dollars in antivenom that doesn't have to be kept at thousands of hospitals around Australia.

Image courtesy of the Newcastle Herald, originally published 10 June 2019



Sally McRae

Sally McRae awarded 2019 ACT Midwife of the Year

Sally McRae, a registered midwife from Calvary Public Hospital Bruce, ACT was awarded the 2019 ACT Midwife of the year at the 2019 Nursing and Midwifery Awards. Sally is passionate about ensuring that the care midwives give to mothers is a positive experience and has worked across the midwifery spectrum - from delivering babies to helping new parents adjust through the bringing baby home workshop and also working as a lactation specialist.

Sally is also involved with research, in collaboration with Professor Jeanine Young of the University of the Sunshine Coast into one day introducing Pepi-pods to Calvary Hospital. Pepi-pods are clear capsules which hold babies close to their mothers - used by mothers who have had a caesarean to reduce the risk of mothers falling asleep on the newborn.

INSPIRED Team wins HESTA Team Excellence Award

The INSPIRED team at Clare Holland House, Calvary Public Hospital Bruce were awarded the Team Excellence Award in the 2019 HESTA Australian Nursing and Midwifery Awards. The team were recognised for developing, trialling and testing a new integrated model of palliative care delivery for aged care residents requiring end of life care.

A first of its type in Australia the 'needs rounds' model has three components which adopt a proactive approach to caring for residents that have palliative care needs.

The rounds include reviewing resident treatment plans, symptom management, and medicines. It also includes conducting meetings between facility staff, the resident, their general practitioner, and their family discussing how the patient's quality of life can be improved.

Lastly, clinical work is conducted with residents that focus on symptom assessment diagnosis and management.



(L-R) Juliane Samara, Nikki Johnston OAM, Prof Liz Forbat, Jane Koerner and Wai-Man Liu.



Calming fountain at Calvary Health Care Kogarah.

Palliative and End Of Life Care Research Institute

After several years of informal collaboration across sites, the Calvary Palliative and End of Life Care Research Institute was formed in 2017. The Institute's early focus was to connect researchers and clinicians at Calvary's four specialist palliative care services in the public hospitals – Bethlehem, Calvary Mater, Bruce and Kogarah. A wide range of PEOLC research is in progress, including clinical trials into symptom and medication management and a range of psychosocial studies. Focus populations include residential aged care, culturally and linguistically diverse, oncology and palliative neurological. This extensive research is showcased on the Institute's website, annual report and research day. This year, researchers and clinicians with an interest in PEOLC research will come together for the second annual Research Day, hosted by Calvary Public Hospital Bruce in December.

During its second year, the Institute welcomed the incoming Chair, Professor Nicholas Glasgow and began expanding engagement beyond the public hospitals. Professor Glasgow and Naomi McGowan (National Project Manager, PEOLC)

undertook a regional roadshow to speak with staff at Calvary's private hospitals, residential and community care. The Institute continues to look for opportunities to translate research outcomes into evidence-based care for people approaching the end of life.

A shining example of this approach is the exciting research led by the 'INSPIRED' team at Clare Holland House, ACT. The intervention, called 'Palliative Care Needs Rounds' has received many accolades this year. In this model, a palliative care nurse practitioner (PCNP) helps residential aged care staff to identify residents most at risk of dying without an adequate plan in place and address each resident's end of life care needs. The model demonstrated improved staff confidence in discussing death and dying with residents and families and anticipating end of life care needs including medications. Significant cost savings were also found due to reduced hospitalisations. The team are now looking to continue this work across the ACT and beyond.

Congratulations to the Palliative Care Needs Rounds 'INSPIRED' trial research team: Professor Liz Forbat, Associate Professor Wai-Man Liu, Julianne Samara, Jane Koerner, Dr Michael Chapman, Lawrence Lam and Nikki Johnston OAM.

“The Institute is a great way for Calvary to demonstrate leadership in evidence-based care for people approaching the end of their lives.”

Naomi McGowan, National Project Manager
Palliative & End of Life Care



Members of the CANcierge team, (L-R) Yolande Cox, Radiation Oncology Nurse Practitioner, Gillian Blanchard, Medical Oncology Nurse Practitioner and Catherine Johnson, Gastro-intestinal Cancer Clinical Nurse Consultant

Calvary Mater Newcastle launches new Cancer App on World Cancer Day

The cancer app, CANcierge provides easily accessible, relevant and reliable information to help people navigate cancer care at Calvary Mater Newcastle. Designed by Calvary Mater Newcastle patients, carers and staff to meet 24 hour information needs.

The app allows people to access a wealth of information in one convenient place. Patients can record vital information, make note of members on their treating team, find helpful support information, access

information about chemotherapy and other treatments and tests, access information about the range of services, amenities and support services available at Calvary Mater Newcastle, access a range of community groups and find links to services and resources to assist Aboriginal and Torres Strait Islander people affected by cancer related illnesses.



Calvary Public Hospital Bruce participates in innovative GRACE aged-care pilot

The Geriatric Rapid Acute Care Evaluation (GRACE) service provides clinical care to Canberrans in residential aged care facilities (RACFs) to better manage their conditions, preventing a trip to hospital.

The GRACE pilot involved five north Canberra RACFs under a partnership between Calvary, the Capital Health Network and ACT Health.

The service involves specialist clinicians visiting RACFs to assess a resident experiencing a chronic or acute health episode.

After assessment, a care plan involving the resident's primary care provider, the RACF staff, and emergency health services is developed. More than 500 residents from RACFs received care as part of the GRACE pilot between October 2017 and the end of January 2019.

The pilot resulted in a 24 per cent reduction in ED presentations and a 25 per cent reduction in admissions from RACFs and where hospital admission is unavoidable, a decrease in average length of hospital stay.

The results demonstrate the positive impact the trial had in reducing hospital admissions and the ACT Government has provided Calvary with an additional \$9 million in funding to expand the GRACE service to all RACFs in the ACT over the next three years.

Mater MyNetCare - Enabling a Virtual Health Care Team to Support Vulnerable Patients

Designed for people in the last year of life, the MyNetCare model enables health professionals from primary, acute, NSW ambulance and community services in the hunter region to communicate, collaborate and integrate patient care through an online clinical handover tool and care navigators.

Now Calvary led, MyNetCare was developed and piloted by the Hunter Alliance (a partnership between Calvary, Hunter New England Local Health District (HNELHD), Hunter Primary Care and Hunter New England Central Coast

Primary Health Network from 2014-2017) with funding from the NSW Ministry of Health.

Implemented by NSW ambulance officers based in the Lower Hunter, four hospitals, 70 general practices, 19 pharmacies and 18 non-government organisations, 450 people participated in the pilot resulting in 219 fewer ambulance call outs, 150 fewer emergency visits and 135 fewer hospital admissions leading to a reduction in hospital resources with estimated cost savings of 618 bed days.

The Calvary MyNetCare team at the Mater Newcastle won the 2017 Catholic Health Australia Outreach Health Care Award and the 2019 High Value Health Care Award in the Hunter New England Health Excellence Awards in the Delivering Integrated Care category.



Margaret Whitson, Aboriginal Hospital Liaison Officer, Calvary Mater Newcastle

Aboriginal Hospital Liaison Officer appointed at Calvary Mater Newcastle

Calvary Mater Newcastle welcomed Margaret Whitson, a Kamilaroi woman whose family originally comes from Moree in NSW into the Aboriginal Hospital Liaison Officer role. Margaret was born in Maitland and has many personal and professional ties to a number of communities within the Hunter New England Local Health District and surrounds.

Margaret is responsible for providing advocacy, education, emotional, practical, social and welfare support for Aboriginal and Torres Strait Islander patients and communities, ensuring that referrals

and linkages are made to appropriate community support programs, agencies and services.

With over two decades of experience collaborating and consulting to meet the needs of Aboriginal and Torres Strait Islander people in the region, Margaret is well placed to provide comprehensive support to the hospital's patients and family members.

Margaret said "I feel very privileged to be able to support Aboriginal families in the region, at a time when they need it most.

When patients and family members are at Calvary Mater Newcastle, I can assist them to ensure their needs are met. By speaking up and telling us that they are of Aboriginal and/or Torres Strait Islander descent, I'll know they are here."

Margaret will also be working with staff to develop and implement programs and strategies that assist in improving health outcomes for Aboriginal patients and will Co-Chair the hospital's new Closing the Gap Collaborative Committee.



Video project participant Linda Anchell sketches in her room at Calvary Clare Holland House.

Filming the Lived Experiences of People at End of Life

Commencing in May 2019, Calvary has been filming the authentic lived experiences of a number of patients, residents and clients who are clinically estimated to be living the last 12 months of their life.

This body of work, titled the Living End of Life Experiences Video Project, is the first part of a three-phased plan to help people in the communities we serve to more fully consider what living the last period of life can be like. Comprising 20 short documentaries, each video explores in an intimate way the complexities of the psychological, physical, social, spiritual and medical journeys of the individual navigating end of life, in addition to the experience of their family carers.

This suite of videos forms the central component of a new public awareness campaign designed to contribute to increasing community familiarity with what it can be like for many Australians who are currently living their end of life phase.

Our purpose is to expand the public's understanding of what is often considered a forbidden or challenging topic. We aim to contribute to the building of accurate knowledge about deterioration of health, dying and the roles of palliative and end of life care so that more Australians feel confident to start the necessary

conversations with family and clinicians to make informed decisions about their own care at end of life.

Calvary has filmed 10 participant stories to date in numerous locations across New South Wales, Tasmania, the Australian Capital Territory, and South Australia and in a variety of clinical and non-clinical settings.

Participants and their family carers have reported the filming experience to be of particular therapeutic value, citing the interview process as assisting them to process thoughts and feelings they haven't expressed or in some cases considered previously.

One such participant, when asked to talk about the hardest part, reflected, "The hardest thing has been learning to let go of my 'capable self'. That was really tough. But in doing so I've found a new side to me that my 'capable self' would never have allowed me to discover."

Campaign work continues with the development of an independent campaign website, campaign-specific branding, educational resources and other pieces of collateral.

Calvary is grateful to those who have invited us into their lives at a time of significant challenge and uncertainty. Their stories will assist us to help others in our communities to better understand what death and dying can be like in contemporary Australia.

For more information, please contact Stephen Lyons, National Manager End of Life Care Communications at: Stephen.Lyons2@calvarycare.org.au.

"The hardest thing has been learning to let go of my 'capable self'. That was really tough. But in doing so I've found a new side to me that my 'capable self' would never have allowed me to discover."

Karen Grace, Participant, 18 June 2019
(Died 18 July 2019)



Our services



Ashutosh Kamboj, Chef at Calvary Bruce Private Hospital

Our locations

ACT

- Calvary Public Hospital Bruce
 - Clare Holland House
- Calvary Bruce Private Hospital
 - Hyson Green Mental Health Services
- Calvary John James Hospital
- Calvary Haydon Retirement Community
- Calvary Community Care – Bruce

SA

- Calvary Adelaide Hospital

(Please note that Calvary Wakefield and Calvary Rehabilitation Hospital services are relocating to the new Calvary Adelaide Hospital in January 2020)

- Calvary North Adelaide Hospital
- Calvary Wakefield Hospital

(Please note that Calvary Wakefield and Calvary Rehabilitation Hospital services are relocating to the new Calvary Adelaide Hospital in January 2020)

- Calvary Wakefield Surgicentre
- Calvary Rehabilitation Hospital

(Please note that Calvary Wakefield and Calvary Rehabilitation Hospital services are relocating to the new Calvary Adelaide Hospital in January 2020)

- Calvary Central Districts Hospital
- Calvary Flora McDonald Retirement Community
- Calvary St Catherine's Retirement Community
- Calvary Community Care – Adelaide, Port Augusta (also respite care), Victor Harbor

TAS

- Calvary Lenah Valley Hospital
- Calvary St John's Hospital
- Calvary St Luke's Hospital
- Calvary St Vincent's Hospital
- Calvary Community Care – Launceston, Hobart

NSW

- Calvary Riverina Hospital
 - Calvary Riverina Drug and Alcohol Centre
 - Calvary Riverina Surgicentre
- Calvary Mater Newcastle
- Calvary Health Care Kogarah
- Calvary Ryde Retirement Community
- Calvary Retirement Communities Hunter (13 locations)
- Calvary Community Care – Sydney, Taree, Riverina (also respite care), Hunter/Newcastle (also respite care and social centre), Forster (respite care only), Lakelands (also respite care)

VIC

- Calvary Bethlehem Health and Retirement Precinct
- Calvary Health Care Bethlehem
- Calvary Community Care Head Office
- Calvary Community Care – Melbourne, Gippsland, Shepparton

NT

- Calvary Community Care – Darwin, Alice Springs, Bathurst Island



-  Hospitals
-  Community Care service centres
-  Retirement Communities
-  New developments

Services by region Australian Capital Territory (ACT)

Regional Managers

BARBARA REID, Regional CEO ACT Hospitals

MATTHEW FILOCAMO, Director of Operations, Retirement Communities

JULIE MAYA, Director of Operations, Calvary Community Care



CALVARY PUBLIC HOSPITAL BRUCE, ACT

General Manager: Mark Dykgraaf
(Barbara Reid to Aug 2018)

251 bed public hospital.

Services: The hospital provides emergency, critical care, generalist medical and surgical services, maternity including a midwifery lead service, voluntary adult mental health, day chemotherapy and specialist outreach services including Midcall, Breast Care, Lymphedema and Geriatric Acute Care at our Bruce campus. From Clare Holland House in Barton we provide specialist palliative care services to the ACT and surrounding region.

Calvary Public Bruce is a teaching hospital associated with the Australian Catholic University, the University of Canberra and the Australian National University. Clare Holland House collaborates with the Australian Catholic University to run the Calvary Centre for Palliative Care Research. Calvary Public Bruce celebrated its 40th anniversary this year.



CALVARY BRUCE PRIVATE HOSPITAL, ACT

General Manager: Elaine Bell

The 151 bed capacity Calvary Bruce Private Hospital opened in September 2017. The Hospital's award-winning architecture and design houses a range of clinical settings.

Services: Calvary Bruce Private Hospital offers general medical and surgical services and specialty services including orthopaedics, bariatrics, urology, gastroenterology, ophthalmology, vascular, cardiology including interventional cardiology, and gynaecology. Adjacent to the main hospital building are the Calvary Clinic Specialist Centre and the Hyson Green Private Mental Health Unit. The 28 bed Hyson Green is the only private mental health unit in the ACT and offers inpatient, day patient and holistic mental health services.



CALVARY JOHN JAMES HOSPITAL, ACT

General Manager: Tim Free

155 bed private hospital in the ACT, including a 20-bed rehabilitation unit, seven theatres and one procedure room.

Services: The hospital offers an extensive range of services including general medical, general surgery, vascular, gynaecology, paediatrics, orthopaedics, urology, gastroenterology, thoracic, vascular, plastic, dental, ENT and intensive care unit. It also has a unit with a Level 2 special care nursery. Its rehabilitation unit offers day programs servicing on average 35 to 40 patients a day, including post joint surgery, medical reconditioning and falls prevention programs to reduce readmission to hospital.



CALVARY HAYDON RETIREMENT COMMUNITY, ACT

General Manager: Stephanie Tyrrell

Among the gumtrees and gardens of Bruce, Calvary Haydon Retirement Community provides quality residential care and support to 100 residents. It also offers dementia-specific services, respite accommodation and 78 independent living units. All rooms are single with ensuites and are generous in size. The community is close to a large shopping centre, public transport, and Calvary's public and private hospitals are just across the road.



CALVARY COMMUNITY CARE

Calvary Community Care Services (CCC) assists more than 9,000 clients each month across 19 locations in NSW, ACT, SA, TAS, VIC, NT and the Tiwi Islands. CCC has a wide range of government funded programs that support individuals to remain living in their own home. Services enable independence, improve social connections and promote positive health and wellbeing.

Services: personal care, social support, community access, transport, respite care, community nursing, return from hospital support, 24 hour care, domestic assistance, monitoring services and home maintenance.

Services by region New South Wales (NSW)

Regional Managers

VANESSA JANISSEN, Regional CEO NSW Hospitals

MATTHEW FILOCAMO, Director of Operations, Retirement Communities

JULIE MAYA, Director of Operations, Calvary Community Care



CALVARY RIVERINA, WAGGA WAGGA, NSW

General Manager: Robin Haberecht

165 bed private hospital.

Services: Calvary Riverina Hospital's services include palliative care, general medicine, general surgery, intensive care, cardiology, respiratory medicine, sleep studies, orthopaedics, colorectal care, oncological and reconstructive breast surgery, bariatric surgery, ENT, paediatric surgery, urology, ophthalmology, obstetrics and gynaecology, day surgery, oral maxillofacial surgery, plastics and rehabilitation. Calvary Riverina Hospital also provides a comprehensive drug and alcohol acute withdrawal and sub acute/rehabilitation service which comprises inpatient, home based withdrawal and outpatient withdrawal and support services.



CALVARY HEALTH CARE KOGARAH, NSW

General Manager: Drew Kear

98 bed sub-acute public hospital.

Calvary Health Care Kogarah is a 98 bed rehabilitation, palliative care and community health service.

Services: Calvary Kogarah Day Rehabilitation Centre provides rehabilitation and reconditioning services to both public and private patients. This service has expanded to become a six day a week gym and hydrotherapy pool program which includes general and Parkinson's rehabilitation programs and an extensive range of community based services. Calvary Health Care Kogarah has a 66 bed inpatient rehabilitation service, which includes a large multi-disciplinary inpatient rehabilitation team. The comprehensive palliative care service incorporates community, inpatient and follow-up bereavement and pastoral care services. Mary Potter House, located in the grounds of Calvary Kogarah, provides day and overnight accommodation for people with dementia, and respite for their carers.



CALVARY MATER NEWCASTLE, NSW

General Manager: Mark Jeffrey

208 bed public hospital providing district and tertiary referral services, as well as a teaching hospital and research centre. Calvary Mater Newcastle is the major cancer care centre for the Hunter region, providing 350,000 outpatient treatments per year.

Services: The hospital offers services across general medical and surgical, emergency, intensive care, coronary care, clinical toxicology, drug and alcohol services, haematology, radiation oncology, medical oncology, melanoma services, and palliative care. This major research facility is affiliated with universities and colleges, both nationally and internationally.



CALVARY ST PAUL'S RETIREMENT COMMUNITY, NSW

Regional Manager: Kristin Smith

Manager: Jane Shearman

Positioned in a rural setting on the Manning River in Cundletown, near Taree, Calvary St Paul's Retirement Community has a warm country feel. It offers permanent accommodation for 40 residents in single rooms with ensuites, as well as respite accommodation.



CALVARY NAZARETH RETIREMENT COMMUNITY, NSW

Regional Manager: Luke Sams

Manager: Julie Heaney

Calvary Nazareth Retirement Community in Belmont North provides quality care and support to 50 permanent residents. It has a dementia secure unit and offers respite accommodation services and independent living.

Services by region **New South Wales (NSW)** continued



CALVARY RYDE RETIREMENT COMMUNITY, NSW

General Manager: Godwin D'Amato

Set amid tranquil landscaped gardens on a historic property, Calvary Ryde Retirement Community offers permanent accommodation for more than 240 residents, as well as respite accommodation. The community is friendly and close-knit, with residents from many cultures and backgrounds.

Marian Residential Care has 52 single rooms with ensuites. Mary Potter Residential Care is a 41-bed facility including a 21-bed wing for patients with dementia. Dalton Gardens has 126 independent living units and provides residents with a maintenance-free, secure and relaxed lifestyle.



CALVARY TANILBA SHORES RETIREMENT COMMUNITY, NSW

Regional Manager: Kristin Smith

Manager: Maree Gibbs

Calvary Tanilba Shores Retirement Community provides quality care for 41 residents and also offers respite accommodation and independent living. Residents enjoy views of the beautiful bay and bushland in their single rooms, each with their own private ensuite.



CALVARY ST FRANCIS RETIREMENT COMMUNITY, NSW

Regional Manager: Luke Sams

Manager: Susan Waters

Located in the Lake Macquarie suburb of Eleebana, this facility has 52 single aged care rooms, 30 independent living units, respite accommodation and a 12 bed secure unit for residents with dementia. The two bedroom independent living units have internally accessible lock-up garages, air conditioning and gardens. Each aged care room has an ensuite.



CALVARY CESSNOCK RETIREMENT COMMUNITY, NSW

Regional Manager: Luke Sams

Manager: Dyanne Johnston

Located in the heart of Hunter Valley wine country, Calvary Cessnock Retirement Community offers quality care accommodation to 233 residents across two residential care sites: Bimbadeen and Nulkaba.

Bimbadeen Residential Care accommodates 80 residents in a contemporary, home-like environment. It also offers respite accommodation services. Residents are housed in large single rooms, each with an ensuite, in one of four lodges: Mt View (16 beds), Watagan (24 beds), Windemere (24 beds) and Mulbring (16 beds). Each lodge has a spacious lounge/dining area, plus separate lounges and quiet rooms. Mt View and Mulbring offer secure accommodation for people with dementia.

Nulkaba Residential Care offers contemporary accommodation for 153 residents as well as respite accommodation. Residents live in one of eight lodges, containing a mix of single and double rooms. Nulkaba offers secure accommodation for 96 people with dementia.



CALVARY MT CARMEL RETIREMENT COMMUNITY, NSW

Regional Manager: Kristin Smith

Manager: Emma Cleary

Calvary Mt Carmel Retirement Community provides quality care for 41 residents and also offers overnight respite accommodation and independent living. All rooms are single, air conditioned and have their own private ensuite and balcony overlooking the rural backdrop of Maitland.



CALVARY MUSWELLBROOK RETIREMENT COMMUNITY, NSW

Regional Manager: Kristin Smith

Manager: Karen Garth

Calvary Muswellbrook Retirement Community provides a 65 bed residential aged care facility and 22 independent living villas. Overlooking Muswellbrook Showground, the community is located close to local shops and public transport.

Services by region **New South Wales (NSW)** continued



CALVARY COOINDA RETIREMENT COMMUNITY, NSW

Regional Manager: Kristin Smith

Manager: Sharon Sheen

Calvary Cooina Retirement Community in Singleton provides quality care for more than 34 permanent residents and offers overnight respite accommodation. Calvary Cooina's residents enjoy single rooms, each with their own ensuite, open common rooms and a large outdoor area overlooking Singleton Showground.



CALVARY EPHESUS RETIREMENT COMMUNITY, NSW

Regional Manager: Kristin Smith

Independent Living Units Coordinator: Elizabeth Jacobs

Centrally situated in Dickson Street, Lambton, Calvary Ephesus Retirement Community offers eight independent living units with internally accessible lock-up garages. Neighbouring Holy Trinity Parish, the village is a short distance to the Lambton shops, cafes and the library.



CALVARY TOURS TERRACE RETIREMENT COMMUNITY, NSW

Regional Manager: Kristin Smith

Independent Living Units Coordinator: Elizabeth Jacobs

Calvary Tours Terrace is a community of two bedroom independent living apartments in the Newcastle suburb of Hamilton South. The village is centrally located close to Beaumont Street and Junction Fair Shopping Centre, local clubs and public transport.



CALVARY ST LUKE'S RETIREMENT COMMUNITY, NSW

Regional Manager: Luke Sams

Independent Living Units Coordinator: Elizabeth Jacobs

Located close to the cafes on Darby Street, Newcastle, Calvary St Luke's Retirement Community is a community of six two bedroom units. The units back on to the St Luke's Social Centre, which offers residents a variety of entertainment, activities and day trips with like-minded people. A shaded communal barbecue area is also available for entertaining guests.



CALVARY ST JOSEPH'S RETIREMENT COMMUNITY, NSW

Regional Manager: Luke Sams

Manager: Helen Gayner

Located in the Newcastle suburb of Sandgate, this facility is home to 130 residents. It also offers a secure unit for residents with dementia, respite accommodation and 18 one and two bedroom independent living units. Calvary St Joseph's celebrated 60 years of care this year.



CALVARY ST MARTIN DE PORRES RETIREMENT COMMUNITY, NSW

Regional Manager: Luke Sams

Manager: Maureen Kiss

Located in the heart of Waratah in Newcastle, Calvary St Martin de Porres Retirement Community is close to a large shopping centre, public transport and the Calvary Mater Newcastle hospital. It provides quality aged care for 41 residents in single rooms with ensuites in a single-level building.



CALVARY COMMUNITY CARE

Calvary Community Care Services (CCC) assists more than 9,000 clients each month across 19 locations in NSW, ACT, SA, TAS, VIC, NT and the Tiwi Islands. CCC has a wide range of government funded programs that support individuals to remain living in their own home. Services enable independence, improve social connections and promote positive health and wellbeing.

Services: personal care, social support, community access, transport, respite care, community nursing, return from hospital support, 24 hour care, domestic assistance, monitoring services and home maintenance.

Services by region South Australia (SA) and Northern Territory (NT)

Regional Managers

SHARON KENDALL, Regional CEO SA Hospitals

MATTHEW FILOCAMO, Director of Operations, Retirement Communities

JULIE MAYA, Director of Operations, Calvary Community Care



CALVARY HEALTH CARE SOUTH AUSTRALIA

Shared Services

207 Wakefield Street
Adelaide SA 5000
Hospitals Ph: 08 8405 3505
Community Care Ph: 08 8271 7212
www.calvarysa.org.au



CALVARY ADELAIDE HOSPITAL, ADELAIDE, SA

(Please note that Calvary Wakefield and Calvary Rehabilitation Hospital services are relocating to the new Calvary Adelaide Hospital in January 2020)

General Manager: Kerrie Hayes

344 bed acute inpatient, state of the art, private hospital, with a 24/7 emergency centre.

Services: This major tertiary hospital focusses on neurosurgery, cardiac services (including angiography suites) and orthopaedic surgery, as well as general and specialist bariatric surgery. It has on-site consulting suites, boasts two floors of operating theatres and procedural suites including a hybrid theatre, a level 3 intensive care and coronary care unit. Additionally two floors of the hospital are dedicated to rehabilitation services, facilities include a hydrotherapy pool and mobility garden.



CALVARY WAKEFIELD SURGICENTRE, ADELAIDE, SA

General Manager: Kerrie Hayes

Free standing building specialising in day surgery, housing two day theatres specialising in paediatric dentistry with an emphasis on children with special needs.



CALVARY CENTRAL DISTRICTS HOSPITAL, SA

General Manager: Lachlan Ophof

A modern 92 bed private hospital.

Services: Surgical and medical services include comprehensive cancer care services and specialist onsite consulting. Core surgical specialties are general surgery, orthopaedic, gastroenterology and ophthalmology. Located north of the city, the hospital provides valuable support to the northern outer suburbs, Barossa Valley and Northern Yorke Peninsula regions.



CALVARY NORTH ADELAIDE HOSPITAL, SA

General Manager: Tanya Brooks

153 bed acute inpatient private hospital with seven theatres, three day procedure rooms, a Day Oncology Suite and a 15-bed onsite Mary Potter Hospice.

Services: Calvary North Adelaide provides acute inpatient surgical and medical care. Core specialties include general, colorectal, urology and gynaecology surgery supported by the latest DaVinci® XI surgical robotic program. Medical capabilities include dedicated haematology and oncology services, a specialist palliative care service including inpatient and home care services. Women's health services including obstetrics and gynaecology and a Level 5 special care nursery. All services are supported by a Level 2 intensive care unit and 24 hour onsite medical cover. We have been providing care to the South Australian community since 1900.

Services by region **South Australia (SA)** and Northern Territory (NT) *continued*



CALVARY ST CATHERINE'S RETIREMENT COMMUNITY, SA

Regional Manager: Ryan Midgley

Residential Site Manager: Nicole Branagh

Located at Berri in the Riverland region, Calvary St Catherine's has a wonderful community feel and a homely environment where residents feel part of a family. St Catherine's is home to 50 residents in a mix of single rooms with ensuite, and single and double rooms with shared bathroom.



CALVARY FLORA MCDONALD RETIREMENT COMMUNITY, SA

Regional Manager: Ryan Midgley

Residential Site Manager: Ryan Midgley

Calvary Flora McDonald, located in Adelaide, is a modern, welcoming facility that caters for 153 residents from diverse cultural and religious backgrounds.



CALVARY COMMUNITY CARE

Calvary Community Care Services (CCC) assists more than 9,000 clients each month across 19 locations in NSW, ACT, SA, TAS, VIC, NT and the Tiwi Islands. CCC has a wide range of government funded programs that support individuals to remain living in their own home. Services enable independence, improve social connections and promote positive health and wellbeing.

Services: personal care, social support, community access, transport, respite care, community nursing, return from hospital support, 24 hour care, domestic assistance, monitoring services and home maintenance.

Services by region **Tasmania (TAS)**

Regional Managers

CYNTHIA DOWELL, Regional CEO Tasmania and Victoria Hospitals
JULIE MAYA, Director of Operations, Calvary Community Care



CALVARY LENAH VALLEY HOSPITAL, HOBART, TAS **General Manager: Marcus DiMartino**

181 bed facility including emergency services, critical care, obstetrics, orthopaedics and neurosurgery.

Lenah Valley is the largest private hospital in Tasmania. Situated five minutes from the heart of Hobart with spectacular views over greater Hobart. The hospital is a leader in neurosurgery, gynaecology, surgical, cardiothoracics, robotic surgery and medical care. Eight new integrated theatres and a new biplane cardiac catheter laboratory are now operational.

Services: The hospital has a modern Maternity and Women's Health Unit, and offers endoscopy, critical care, intensive care and 24/7 accident and emergency services.



CALVARY ST JOHN'S HOSPITAL, HOBART, TAS **General Manager: Marcus DiMartino**

108 bed private hospital.

Services: Specialities include palliative care, general medical and surgical services, day surgery, oncology, ENT and paediatric surgery, inpatient rehabilitation and pain management services.



CALVARY ST LUKE'S HOSPITAL, LAUNCESTON, TAS **General Manager: Grant Musgrave**

68 bed private hospital.

Located in East Launceston with wonderful views. In conjunction with Calvary St Vincent's Hospital proudly servicing the Northern Tasmanian community for the last century providing a broad range of services.

Services: Specialties include palliative care, orthopaedics, ENT surgery, dental surgery, general medical services, chemotherapy, mental health care and sleep studies.



CALVARY ST VINCENT'S HOSPITAL, LAUNCESTON, TAS **General Manager: Grant Musgrave**

78 bed private hospital.

Located north of the city centre in a prime location. In conjunction with Calvary St Luke's Hospital proudly servicing the Northern Tasmanian community for the last century providing a broad range of services.

Services: Specialties include urology, general surgery, colorectal surgery, plastic surgery, gynaecology surgery, oral and maxillofacial surgery, high dependency, lithotripsy, gastroenterology, cardiology, general medical services and rehabilitation.



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Services by region **Victoria (VIC)**

Regional Managers

CYNTHIA DOWELL, Regional CEO Tasmania and Victoria Hospitals
JULIE MAYA, Director of Operations, Calvary Community Care



CALVARY HEALTH CARE BETHLEHEM, VIC

General Manager and Medical Director: Dr Jane Fischer

Sub-acute public health service that provides patient care coordinated across 32 inpatient beds, centre-based clinics, day centre and home-based care including residential care settings.

Services: Proudly serving the needs of the community for more than 75 years, Bethlehem offers a specialist palliative care service and is a statewide provider for those with progressive neurological disease.

In collaboration with other providers, interdisciplinary teams support more than 4,000 patients each year, using a patient-centred care model that helps people to 'live well', knowing they have a progressive incurable illness.

The health service has affiliations with a number of universities offering a range of student, graduate and post-graduate clinical placements in medical, nursing and allied health disciplines. Bethlehem provides education and training to help other Victorian services better support people closer to home.

Bethlehem also enjoys research partnerships at national and international levels, particularly in the areas of progressive neurological disease.



CALVARY COMMUNITY CARE

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Governance





(L-R) Sr Judith Barwick Members Council and The Hon. John Watkins AM, Chair, Little Company of Mary Health Care

About Calvary governance

Two Boards oversee Calvary governance: Calvary Ministries is the stewardship ministry while the operational ministry for health and aged care is conducted by Little Company of Mary Health Care and its subsidiaries.

Calvary Ministries Board of Trustees

Calvary Ministries took responsibility for the stewardship of Little Company of Mary Health Care Ltd in January 2011, having been granted Public Juridical personality by the Congregation for Institutes of Consecrated Life and Societies of Apostolic Life. It exercises a canonical role consistent with the teachings and laws of the Catholic Church and guided by the charism, spirit and mission of the Sisters of the Little Company of Mary.

Calvary Ministries exercises a stewardship role over the health, aged and community care programs and services now conducted by Little Company of Mary Health Care Ltd and its subsidiaries, to improve the health and well-being of the communities they serve. Calvary Ministries must adhere to its canonical by-laws, and the Ethical Directives as approved by the Australian Catholic Bishops' Conference.

Calvary Ministries Ltd is the sole member of Little Company of Mary Health Care Ltd. There are reserved powers vested in Calvary Ministries Ltd concerning certain proposed actions of Little Company of Health Care Ltd.

MR BILL D'APICE (CHAIR)

Retired 21 November 2018

Bill is Chairman of Partners at Makinson d'Apice, a well-known Sydney law practice, which has provided legal services to various agencies of the Catholic Church for many years.

Bill's principal areas of legal practice are property law, commercial law and the law relating to charities and not-for-profit organisations. Although he has expertise in all aspects of commercial law, his particular emphasis is on corporate structuring, governance and directors' duties. He also sits on a number of charity and not-for-profit boards which allows him to bring practical experience to his advice. He was a Director of Catholic Church Insurances Limited for 15 years, and it's Chair for nine years. Through his firm, Bill has provided legal advice to the Little Company of Mary for a number of years, and is currently a member and Chair of the Little Company of Mary Advisory Council.

Bill resides in Sydney.

MR GARRY RICHARDSON

Retired 21 November 2018

Garry has extensive experience as a Chief Executive in the Australian health insurance industry, as well as holding other senior positions in the financial services industry.

Since retiring from a full-time chief executive role in 1998, Garry has held positions as Chair of Southern Health, Health Super Pty Ltd, Health Super Financial Services Ltd, and Housing Guarantee Fund Ltd, and has also held Directorships in Dental Health Services Victoria and the Australian Red Cross Society. Garry was also Commissioner of the Private Health Insurance Administration Council from 1998 to 2007 and Chair of the National Blood Authority from 2007 to 2011.

He is also a director of Defence Health Ltd and is currently Chairman of St Roch's Parish Pastoral Council. Garry has also held the position of Chair of Little Company of Mary Health Care Ltd Board in 2007-08. He is a fellow of the Australian Institute of Company Directors.

Garry resides in Melbourne.

THE HON MICHAEL LEE (CHAIR)

From 21 November 2018

Michael is a qualified electrical engineer and former Commonwealth Government Minister.

Michael brings strong business skills and corporate governance experience to Calvary Ministries having served as a Non-Executive Director at Sydney Airport and DUET, two ASX-listed companies.

Michael is currently Chairman of Communications Alliance, the peak communications industry body in Australia.

His political career spanned 17 years during which time he served as Minister for Communications, Arts, Tourism and Resources in the Keating government. He was Shadow Minister for Health and Education under Opposition Leader Kim Beazley.

Michael resides on the Central Coast of NSW.

MS CATHERINE (KATE) BIRELL OAM

Kate has served as a Non-Executive Director and senior Nurse Executive in the not-for-profit health services sector for many years.

For some 20 years Kate has had a senior management career with St John of God Health Care, finishing as Group Director of Nursing in December 2014. She still provides consulting services to St John of God Health Care as a Nursing Development Program Advisor in Timor Leste.

She holds a number of health related degrees, as well as a degree in business and administration. Kate has several Board and committee appointments. These currently include the Gordon Institute of TAFE Geelong, Barwon Health Ethics Committee and Mercy Health Board Quality Committee. Previously Kate was a member of both Catholic Health Australia and the Caroline Chisolm Ethics Centre Boards. She is also a graduate of the Company Directors Course of the Australian Institute of Company Directors. In 2006 Kate was appointed by the Australian Catholic University to the position of Clinical Associate Professor of Nursing, which she held until her retirement in 2014.

Kate was awarded the Medal of the Order of Australia in the General Division for services to nursing, particularly education, and the community in June 2015.

Kate was the 2018 recipient of the CHA Sr Maria Cunningham Award for Lifetime Contribution.

Kate resides in Melbourne.

MR DAVID PENNY

David is currently Executive Leader Operations ISMAPNG (The Institute of Sisters of Mercy Australia and Papua New Guinea). Until May 2017 he held an executive role within the Diocese of Wilcannia-Forbes in Western NSW.

He has significant experience in the management and governance of not-for-profit organisations and has been a BBI Council member since its inception.

David holds degrees and diplomas in Health Science and Administration. He completed the Intensive Executive Management Program for Non-Profit Leaders at Stanford University, CA, USA in 2004. David has a Master's degree in Management and has also recently completed a Master in Pastoral Theology at Heythrop College, London University, UK.

David was a Director of Little Company of Mary Health Care between 2000 – 2009.

David resides in Sydney.

MS KERRY BRETTELL

Appointed 21 November 2018

Kerry is an organisational consultant, facilitator and a founding Director of Integro Partners Pty Ltd, a multidisciplinary legal and consulting practice that delivers a range of legal and consulting services predominantly to not-for-profit, faith based and government clients, particularly in health, aged care, education and human service organisations. She has a particular interest in and understanding of Catholic organisations.

Kerry has significant experience working with leadership groups and wider organisational systems as they manage complex governance, strategic planning and change management processes. In recent times, this has included involvement with Religious Institutes as they transition themselves and/or their ministries to new canonical entities. Kerry has worked with many of the Australian PJP's and with many religious congregations in Australia and South East Asia.

Kerry has served on a range of boards of governance, including her current role as director of MacKillop Family Services. She is also a member of the Mission Integration Committee of SJGHC Board.

Kerry resides in Sydney.

MR BILL APPLEBY

Appointed 21 November 2018

Bill is a strong executive leader with extensive experience and strategic understanding of the aged and community care services sectors.

Bill has held the position CEO of Jewish Care Victoria since February 2010. He is also a Board Member for East Timor Hearts Fund, member of the Consumer Reference Group for Calvary Health Care Bethlehem, and a graduate of the Australian Institute of Company Directors.

Bill has held various other senior positions including Victorian Divisional Councillor for Aged & Community Services Australia, Board Member of Leading Age Services Australia Victoria, Board Member of Tweddle Child & Family Health Services and his most previous roles preceding Jewish Care as Executive Director, Aged Care, Mercy Health and National General Manager of Operations at Regis Group.

Bill is passionate about value-based leadership and how he can influence the development of a "good society". Driven by a personal objective to care more than others think is wise, to risk more than others think is safe, to dream more than others think is practical, and to expect more than others think is possible, Bill is driven in his desire to create value through change.

Bill resides in Melbourne.

SISTER JENNIFER BARROW LCM

Sr Jennifer is a Sister of the Congregation The Little Company of Mary, who in her Nursing career has completed studies in Operating Room Management, Midwifery, Advanced Clinical Nursing Administration/ Bachelor of Applied Science, and has worked in varied roles throughout the Little Company of Mary Health Care facilities in Australia.

Sr Jennifer served on local LCM Health Boards of Management, and was the inaugural chair of Little Company of Mary National Board, and also served as a Trustee of St John of God Health Care Services.

Sr Jennifer has held Leadership and Governance roles in Little Company of Mary Australia, NZ, and Tonga, and was involved in the re-structuring of LCM Health Care and Aged Care Services Australia, leading to the establishment of the Ministerial Public Juridic Person Calvary Ministries.

Sr Jennifer was awarded the CHA Maria Cunningham Lifetime Award in 2017 for her contribution to Catholic Health and Aged Care Community Services in Australia.

Sr Jennifer resides in Melbourne.

SISTER KATHLEEN COTTERILL LCM

Appointed 21 November 2018

Sr Kathleen Cotterill has been a member of the Little Company of Mary for over 40 years. During this time, Sr Kathleen has held positions at both clinical (general & midwifery) and administrative levels in various health care facilities within the Little Company of Mary (Riverina, Tasmania, ACT and Queensland) and other Catholic health settings. This includes the role of Director of Inpatient Services at Hawkesbury District Health Service.

She has previously been a member of the Notre Dame (Sydney) School of Nursing Advisory Board, a member of the Catholic Health Australia Directors of Nursing Committee and a member of the Calvary Ministries Members' Council.

In November 2018 Sr Kathleen was elected as the Region Leader of the Little Company of Mary Region of the Southern Cross.

Sr Kathleen resides in Sydney.

MEMBERS COUNCIL 2018-19

Sr Anne Sheridan LCM (Chair)

Sr Marie Therese West LCM
Retired 6 October 2018

Sr Monica Whelan LCM
Retired 4 November 2018

Ms Susan Uhlmann
Appointed 6 October 2018

Sr Judith Barwick LCM
Appointed 4 November 2018

OFFICERS/ADVISORS

Edwina MacArthur, Executive Officer

Edwina is a Chartered Accountant who joined the not-for-profit world after working in accounting practices for 25 years. Since 2002, she has worked with the Society of Jesus (Jesuits) in financial and administrative roles. Edwina held the position of Assistant Director of Jesuit Mission until the end of 2014 and has also served on not-for-profit boards for the Sisters of Mercy and an international advisory team for the Jesuits.

Edwina also acts as Company Secretary for Calvary Ministries Limited.

Michele Black, Executive Assistant

Board of Directors

The Little Company of Mary Health Care Board of Directors is accountable to Calvary Ministries. Chaired by the Hon. John Watkins AM, the board includes Mr Jim Birch, Dr Annette Carruthers, Mr David Catchpole, Ms Lucille Halloran, Associate Professor Richard Matthews, Mr Patrick O'Sullivan, Ms Lucille Scomazzon, Ms Jennifer Stratton and Ms Agnes Sheehan. Professor Katherine McGrath served as a director until the November Annual General Meeting at which time Ms Anges Sheehen was appointed to the board. The board met nine times during the year. One of these meetings was held at Calvary Bruce Private Hospital and allowed directors to meet staff and patients of Calvary's co-located public and private hospitals at Bruce, as well as residents of Calvary Haydon Retirement Community (October 2018). Another meeting was held in Hobart (March 2019) at which time directors visited both Calvary Lenah Valley and St John's Hospitals.

THE HON. JOHN WATKINS AM – CHAIR, LLB, MA, DIPED, HON DLITT MACQ

**Appointed to the board and as
Chair on 25 November 2010**

John is a board member of Catholic Health Australia and Catholic Professional Standards Ltd; Chair of Mary MacKillop Today and a member of the Advisory Committee for the Centre for Emotional Health at Macquarie University and an Adjunct Professor of Law at the University of Western Sydney. John was made a Member of the Order of Australia in the Australia Day Honours List in 2015, for significant service to the community through leadership positions within health organisations, tertiary education and the Parliament of NSW.

John worked as a teacher for 16 years until his election to Parliament in 1995 – 2008. He served 10 years as a Minister, including the portfolios of Fair Trading, Sport and Recreation, Police and Corrective Services, Transport, Finance, State Development, and Education and Training. He was Deputy Premier when he retired in 2008. Subsequently, he has served as Chancellor of the University of New England in 2013 and 2014.

PATRICK O'SULLIVAN CA, MAICD

**Appointed to the board on
27 March 2013 and elected Deputy Chair
on 25 October 2017**

Patrick (Pat) brings more than 30 years of international commercial and business management experience. He was the Chief Operating Officer and Finance Director of Publishing and Broadcasting Limited (PBL) Media and Nine Entertainment Co. During this appointment, he was also Chairman of Ninemsn. Before joining PBL, Pat was Chief Financial Officer at Optus Pty Ltd, with responsibility for financial affairs, including corporate finance, taxation, treasury, risk management, procurement and property. He is Chairman of HealthEngine and CarSales and a Director of Marley Spoon AG.

JAMES (JIM) BIRCH, AM BA (HEALTH ADMINISTRATION), FCHSM, MNATSIHEC

**Appointed to the board on
1 February 2016**

Jim has over 30 years' experience in planning, leading and implementing change in health care, justice and human services.

Jim is Chair of the Australian Red Cross Blood Service, a Director of the Australian Red Cross, Chair of Clevertar Pty Ltd, a Director of the Cancer Council SA and Chair of the Women's and Children's Health Network SA (from 1 July 2019). Prior to Jim's current appointments he was a partner at EY Australia (formerly Ernst & Young), where he was Global Health Leader; Government and Public Sector Leader; and Lead Partner in Health and Health Care. He has also been Chief Executive Officer of the South Australian departments of Health and Human Services, as well as the Women's and Children's Hospital, Adelaide; and Deputy Chief Executive Officer of the Department of Justice, South Australia.

Jim was made a Member of the Order of Australia in 2007 for service to the community through leadership and management roles in the health and justice systems, and in the areas of public housing and child protection services.

ANNETTE CARRUTHERS MBBS (HONS) FRACGP FAICD GRADDIPAPFFIN

**Appointed to the board on
22 November 2017**

Annette is an experienced non-executive director in financial services, health, infrastructure and aged care. Current appointments include Director of National Youth Mental Health Foundation (Headspace) and Catercare Pty Ltd. She has qualifications in finance, superannuation and corporate governance and is also a part-time member of the Superannuation Complaints Tribunal.

Previous directorships include ASX listed nib Holdings, AMP Capital's Aged Care Investment Trust, Hunter Infrastructure and Investment Advisory board, National Heart Foundation (NSW Division), Hunter Medicare Local, Hunter Area Health Service and the NSW Board of the Medical Board of Australia.

Medically trained, Annette continues to work part-time as a general practitioner. Her medical interests include clinical risk management and quality improvement in health services. She is a member of the Medical Experts Committee of Avant Mutual Ltd, a leading medical indemnity insurer.

**DAVID CATCHPOLE
BEC, DIPFP, FAICD**

**Appointed to the board on
27 November 2014**

David is a well-respected member of the Tasmanian business community. He was Executive Director of financial services firm Shadforth's Limited for more than 20 years. David became a Director of the Royal Automobile Club of Tasmania in 1989 and served as club President between 1994 and 1997. He was also a non-executive director of several health care organisations, including Royal Hobart Hospital Research Foundation and Southern Cross Care (Tas), and was a founding Director of the Financial Planning Association of Australia.

LUCILLE HALLORAN

**Appointed to the board on
23 November 2016**

Lucille is a former managing partner of EY's Asia-Pacific Government & Health Sciences practice. Lucille is now a strategic advisor in Japan, China and ASEAN assisting EY to accelerate programs in the government and public sector markets. Lucille was born in Canada and brings a unique blend of Australian and Canadian public sector experience in policy reform, AI, data analytics, digital and citizen centric service delivery in health and human services.

**ASSOCIATE PROFESSOR RICHARD
MATTHEWS, AM, MBBS**

Appointed to the board on January 2012

Richard is the former Deputy Director General of the Strategic Development Division of NSW Health. Until June 2007, he was also Chief Executive of Justice Health.

Richard began his career in general practice and was in full-time practice from 1979 until 1998. He developed a special interest in problems relating to drugs and alcohol, and worked for many years at St Vincent's Hospital Sydney's Rankin Court Methadone Stabilisation Unit. Richard is a Director of Neuroscience Research Australia Limited and also sits on the advisory board of the Centre for Healthy Brain Ageing. Richard was made a Member of the Order of Australia in 2010 for service to the health sector through leadership roles in the areas of service development, primary health care, mental health, and drug and alcohol policy.

**PROFESSOR KATHERINE MCGRATH
MBBS, FRCPA, FAICD**

**Appointed to the board on
26 November 2009
Retired 22 November 2018**

Katherine is a widely respected health care executive with more than 30 years' experience working in government and public and private health, as well as holding clinical and academic posts. Her roles have included Deputy Director General of NSW Health, Chief Executive Officer of Hunter Area Health Service, Professor of Pathology at the University of Newcastle and Group Manager of Strategy and Corporate Affairs at Medibank Private. She was a founding commissioner on the Australian Commission for Safety and Quality in Health Care. Katherine currently operates a private health consultancy and is a member of the Board of the Coronial Advisory Council in Victoria.

Katherine originally trained as a haematologist and is a fellow of the Royal College of Pathologists of Australasia.

**LUCILLE SCOMAZZON
LLB (HONS 1) BA GAICD**

**Appointed to the board on
22 November 2017**

Lucille is a partner and the national healthcare sector leader at Maddocks. She advises clients across the health care spectrum with a focus on hospitals and health services, residential aged care, retirement living, disability and home based care services.

Having advised on a number of sector transforming transactions, involving the consolidation and development of health care assets, Lucille acts for a range of organisations including institutional investors, developers and operators of healthcare assets. With expertise advising on health care regulatory and funding frameworks, Lucille is interested in exploring opportunities to facilitate collaboration and enable the provision of integrated healthcare services, while managing risk in a highly regulated environment.

Lucille previously served on the board of St Mary MacKillop Care (NSW) and on a human research ethics committee.

**JENNIFER STRATTON
BA (ECONOMICS, ENGLISH AND
HISTORY), FAICD**

**Appointed to the board on
28 November 2015**

Jennifer is an accomplished senior executive and board member who has served in Catholic ministries in education, health care, aged care, and aid and development for more than 22 years. She is Chair of the Trustees of MercyCare, a provider of aged care, family, health, disability and community services in Western Australia. Prior to this, Jennifer was a Director of Catholic Health Australia, and Chair of its Pathways Taskforce and its Mission and Identity Committee. Jennifer was Group Director of Mission for St John of God Health Care in Perth for nearly 16 years.

**AGNES SHEEHAN
BA BUSINESS STUDIES (HONS)**

**Appointed to the board on
22 November 2018**

Agnes has had an impressive executive and non-executive career, spanning more than 20 years as an executive in the information and communications technology industry, and nine years as non-executive director in the health sector. She was a Director at Telstra for over 13 years and during this time she led several of their largest businesses. Prior to Telstra she was the Regional Director for Ericsson Enterprise for Asia Pacific where she managed some of their most significant markets. She has delivered organisational integration, transformation and growth, primarily within large multi-national enterprises. She is a graduate of the Australian Institute of Company Directors.

Agnes is passionate about health and was a director on the Board of Mercy Health for nine years.

Agnes is highly engaged with the Australian Catholic community and, in November 2018, was appointed a Lieutenant of The Equestrian Order of the Holy Sepulchre of Jerusalem.

Calvary National Executive Leadership Team



(L-R) Matt Hanrahan, Kris Salisbury, Philip Maloney, Brenda Ainsworth, Dr Anthony Hobbs, Martin Bowles, Bryan McLoughlin, Wendy Hughes, Damien Johnston and Mark Green. Professor Chris Baggoley not pictured.

MARTIN BOWLES AO PSM **National Chief Executive Officer**

Martin has played an integral role in changes across the health sector including the significant recent reforms to government funding for public hospitals in Australia, to generate greater efficiency, safety and quality in our hospital system.

Martin joined Calvary in November 2017 following a 40 year public service career in the Commonwealth, Queensland and New South Wales Governments. His exemplary public service was acknowledged in 2012 with the award of the Public Service Medal (PSM).

In June 2019, Martin was awarded the Order of Australia (AO) for distinguished service to public administration at a senior level, and to policy development and program implementation.

Martin is currently also the Chair of Australia's Health 2040 Taskforce; board member of the Australia Commission on Safety and Quality in Health Care; and participant at Commonwealth Fund in Washington DC.

Martin is a Fellow of the Australian Society of Certified Practising Accountants.

MATT HANRAHAN **Deputy National CEO and Director of Strategy and Service Development**

Matt is responsible for providing strategic leadership and overseeing the integrated service development for Calvary's hospitals, and Aged and Community Care Services.

Matt commenced with Calvary in August 2016, bringing with him 26 years of experience across public and private health care administration. Matt has held various executive leadership positions at General Practice NSW Ltd and more recently as Chief Executive of Central Coast Local Health District. Matt has led several key initiatives including developing a patient-centric care model within the Central Coast region and leading the \$568m redevelopment of both Gosford and Wyong Hospitals.

MARK GREEN **National Director of Mission**

Mark has a strong passion for social justice. Prior to joining Calvary, he was the Head of Mission and People at Caritas. Mark's skills are in leadership, strategic planning, organisational management and development. He has degrees in Economics, Law and Theology, as well as a Post Graduate Diploma in Education. He is a member of the UNSW Human Research Ethics Committee.

PROFESSOR CHRIS BAGGOLEY AO **Chief Medical Advisor** **Resigned 15 July 2019**

As a former Australian Government Chief Medical Officer, Chris's priorities are a review of Calvary's clinical engagement strategy and the formation of a Clinical Council to engage medical and clinical stakeholders to help Calvary navigate through the changes occurring in health care.

Chris has been the Chief Executive for the Australian Commission on Safety and Quality in Health Care, Chief Medical Officer for the South Australian Department

DR ANTHONY HOBBS **Acting Chief Medical Advisor**

Tony is Calvary's Acting Chief Medical Officer and Senior Medical Advisor – Strategy and Service Development reporting to National CEO Martin Bowles, since December 2018.

Tony is the former Deputy Chief Medical Officer at the Commonwealth Department of Health and prior to that, was the Principal Medical Adviser at the Therapeutic Goods Administration from February 2013 – May 2015.

He has been a General Practitioner in rural NSW for nearly twenty years and former Chair of the Australian General Practice Network and has extensive experience on boards, committees and advisory councils including the National Health and Medical Research Council, university and cancer.

KRIS SALISBURY

National Director, Clinical Governance

Kris has a broad range of experience in management and health executive roles. She has held management roles in the health sector over the past two decades, most recently as National Manager Clinical Services and prior to that, CEO of Calvary Rehabilitation Hospital. In her current role, Kris is responsible for clinical governance across Calvary's aged, community, acute public and private hospitals in six Australian States and Territories. Kris holds a Bachelor in Health Science (Nursing) and Masters in Business Administration.

WENDY HUGHES

National Chief Finance Officer

Wendy joined Calvary in September 2018 and is responsible for the leadership of Calvary's financial services. She has over 20 years' senior executive experience across a broad range of financial, corporate services and clinical support functions.

Her previous roles include Acting Chief Financial Officer and Deputy Secretary Financial Services and Asset Management at the NSW Ministry of Health, where she led the Health Cluster budget process, financial performance and developed the Ministry's ICT Strategy and Roadmap. Wendy also implemented the NSW Government financial management transformation initiative and the framework for governing financial and non-financial performance across NSW public hospitals.

Wendy holds a Bachelor of Business and is a CPA Australia Fellow.

BRYAN MCLOUGHLIN

National Director, Aged and Community Care Services

Bryan was appointed National Director, Aged and Community Care Services on 3 September 2018. Bryan was previously Director Retirement Communities from 1 July 2015, after demonstrating strong leadership skills in his role as Operations Manager. Prior to joining Calvary, Bryan had a number of roles including CEO for Connectability Australia, and Chief Operations Officer and Acting CEO for Hunter Medicare Local. He has also held senior roles with Uniting Care Ageing and the Hunter Area Health Service.

BRENDA AINSWORTH

National Director, Hospitals

Brenda is responsible for the Calvary's 11 private and four public hospitals. Over the past nine years Brenda has focused on health system performance, clinical service redesign and the development of innovative models of care. Her previous positions have included Director, Health Advisory at Price Waterhouse Coopers, Executive Director, Health Performance Improvement, Innovation & Redesign for ACT Health and Director of Major Projects, Nepean Hospital. She was the winner of the 2010 Telstra Business Women's Award in the ACT for Innovation. Brenda holds a Bachelor in Health Science (Nursing) and a Masters in Management.

DAMIEN JOHNSTON

National Director, People and Corporate Services

Damien is responsible for leading Calvary's people and service engagement strategies and operational improvement programs; to help steer Calvary into an expanding and dynamic health care environment.

Damien is an accomplished people leader, bringing more than 15 years of extensive experience in health care executive positions in international and ASX-listed organisations, as well as the public sector.

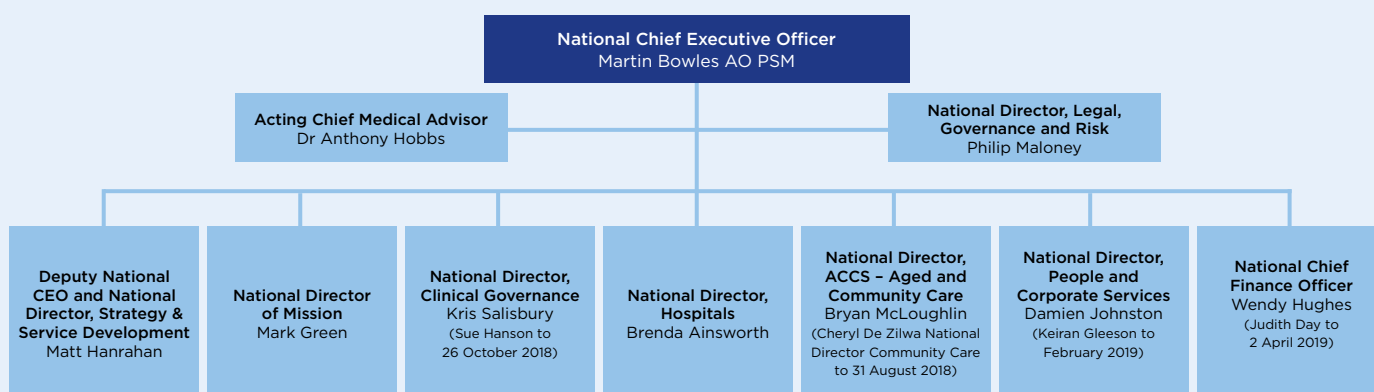
For the past five years, Damien held the position of Chief Operating Officer with International SOS, where he led a large subsidiary of multi-site and regional operations, as well as corporate support services. He has also held senior management positions with Sonic Health Plus, Medibank, NSW RailCorp and NSW Corrective Services. With a solid background as an allied health professional, Damien also holds post-graduate qualifications including a Master of Science specialising in Exercise & Sport Science, along with an MBA.

PHILIP MALONEY

National Director, Legal Governance and Risk

Philip has been a lawyer for more than 25 years. His senior in-house legal roles include Regional General Counsel for Thorn Asia Pacific; General Counsel for Stamford Hotels and Resorts; Senior Counsel for McDonald's Australia; Division Counsel for McDonald's Asia Pacific, Middle East and Africa (APMEA); and Vice President - General Counsel for McDonald's Pacific and Africa Division and its Senior Counsel for APMEA. Philip also has vast management experience and has held several directorships and appointments as Company Secretary.

ORGANISATION CHART AS AT FEBRUARY 2019



NATIONAL OFFICE

Little Company of Mary Health Care Limited
Level 12, 135 King Street
Sydney NSW 2000
Ph: 02 9258 1700
www.calvarycare.org.au

HOSPITALS**AUSTRALIAN CAPITAL TERRITORY**

Calvary Public Hospital Bruce
5 Mary Potter Circuit
Bruce ACT 2617
Ph: 02 6201 6111
www.calvaryact.org.au

Calvary Bruce Private Hospital
30 Mary Potter Circuit
Bruce ACT 2617
Ph: 02 6245 3100
www.calvarybruceprivate.org.au

Calvary John James Hospital
173 Strickland Crescent
Deakin ACT 2600
Ph: 02 6281 8100
www.calvaryjohnjames.org.au

SOUTH AUSTRALIA

Calvary Health Care South Australia Shared Services
207 Wakefield Street
Adelaide SA 5000
Hospitals Ph: 08 8405 3305
Community Care Ph: 08 8271 7212
www.calvarysa.org.au

Calvary Adelaide Hospital*
Cnr Pulteney and Angas Streets
Adelaide SA 5000
Ph: 08 8227 7000
www.calvaryadelaide.org.au

Calvary North Adelaide Hospital
89 Strangways Terrace
North Adelaide SA 5006
Ph: 08 8239 9100
www.calvarynorthadelaide.org.au

Calvary Wakefield Hospital*
300 Wakefield Street
Adelaide SA 5000
Ph: 08 8227 7000
www.calvarywakefield.org.au

Calvary Rehabilitation Hospital*
18 North East Road
Walkerville SA 5081
Ph: 08 8227 7000
www.calvaryrehabsa.org.au

**Please note that Calvary Wakefield and Calvary Rehabilitation Hospital services are relocating to the new Calvary Adelaide Hospital in January 2020.*

Calvary Central Districts Hospital
25-37 Jarvis Road
Elizabeth Vale SA 5112
Ph: 08 8250 4111
www.calvarycentraldistricts.org.au

TASMANIA

Calvary Lenah Valley Hospital
49 Augusta Road
Lenah Valley TAS 7008
Ph: 03 6278 5333
www.calvarylenahvalley.org.au

Calvary St John's Hospital
30 Cascade Road
South Hobart TAS 7004
Ph: 03 6223 7444
www.calvarystjohns.org.au

Calvary St Luke's Hospital
24 Lyttleton Street
Launceston TAS 7250
Ph: 03 6335 3333
www.calvarystlukes.org.au

Calvary St Vincent's Hospital
5 Frederick Street
Launceston TAS 7250
Ph: 03 6332 4999
www.calvarystvincents.org.au

NEW SOUTH WALES

Calvary Riverina Hospital
26-36 Hardy Avenue
Wagga Wagga NSW 2650
Ph: 02 6925 3055
www.calvaryriverina.org.au

Calvary Mater Newcastle Public Hospital
Edith Street
Waratah NSW 2298
Ph: 02 4921 1211
www.calvarymater.org.au

Calvary Health Care Kogarah Public Hospital
91-111 Rocky Point Road
Kogarah NSW 2217
Ph: 02 9553 3111
www.calvarykogarah.org.au

VICTORIA

Calvary Health Care Bethlehem Public Hospital
152 Como Parade West
Parkdale VIC 3195
Ph: 03 9596 2853
www.calvarybethlehem.org.au

CALVARY AGED AND COMMUNITY CARE

Calvary Retirement Communities Shared Services
Suite 5, Level 1, 342-344 Main Road
Cardiff NSW 2285
Ph: 02 4954 1800 / 1800 222 000
www.calvaryretirement.org.au

Calvary Community Care Head Office
551 Blackburn Road
Mt Waverley VIC 3149
Ph: 03 9271 7333 / 1300 660 022
www.calvarycommunitycare.org.au

Operates in Victoria, New South Wales, ACT, South Australia, Tasmania, Northern Territory and Tiwi Islands

AUSTRALIAN CAPITAL TERRITORY

Calvary Haydon Retirement Community
2 Jaeger Circuit
Bruce ACT 2617
Ph: 02 6264 7400
www.calvaryhaydon.org.au

SOUTH AUSTRALIA

Calvary Flora McDonald Retirement Community
206 Sir Donald Bradman Drive
Cowandilla SA 5033
Ph: 08 8159 7000
www.calvaryfloramcdonald.org.au

Calvary St Catherine's Retirement Community
6-12 Coneybeer Street
Berri SA 5343
Ph: 08 8582 1444
www.calvarystcatherines.org.au

NEW SOUTH WALES

Calvary Ryde Retirement Community
678 Victoria Road
Ryde NSW 2112
Ph: 02 8878 1400
www.calvaryryde.org.au

Calvary Cessnock Retirement Community
19 Wine Country Drive
Cessnock NSW 2325
Ph: 02 4993 9000
www.calvarycessnock.org.au

Calvary St Joseph's Retirement Community
240 Maitland Road
Sandgate NSW 2304
Ph: 02 4967 0600
www.stjosephshome.org.au

Calvary Cooina Retirement Community
42 Bathurst Street
Singleton NSW 2330
Ph: 02 6572 1537
www.cooindaagedcare.org.au

Calvary Mt Carmel Retirement Community
9 Dwyer Street
Maitland NSW 2320
Ph: 02 4932 0350
www.mtcarmelvillage.org.au

Calvary Muswellbrook Retirement Community
15 Cassidy Avenue
Muswellbrook NSW 2333
Ph: 02 6542 4800
www.mtprovidencevillage.org.au

Calvary Nazareth Retirement Community
1 Vincent Street
Belmont North NSW 2280
Ph: 02 4947 0047
www.nazarethvillage.org.au

Calvary St Francis Retirement Community
12 Gleeson Crescent
Eleebana NSW 2282
Ph: 02 4942 7477
www.stfrancisvillage.org.au

Calvary St Martin de Porres Retirement Community
26 Lorna Street
Waratah NSW 2298
Ph: 02 4968 2244
www.stmartindeporresagedcare.org.au

Calvary St Paul's Retirement Community
54 River Street
Cundletown NSW 2430
Ph: 02 6553 9219
www.stpaulsagedcare.org.au

Calvary Tanilba Shores Retirement Community
71-74 Tanilba Avenue
Tanilba Bay NSW 2319
Ph: 02 4984 5922
www.tanilbashoresvillage.org.au

Calvary Ephesus Retirement Community
88 Dickson Street
Lambton NSW 2299
Ph: 1800 222 000
www.ephesusilu.org.au

Calvary St Luke's Retirement Community
204-206 Darby Street
Cooks Hill NSW 2300
Ph: 1800 222 000
www.stlukesilu.org.au

Calvary Tours Terrace Retirement Community
242 Lawson Street
Hamilton South NSW 2303
Ph: 1800 222 000
www.toursterraceilu.org.au