



# Annual Review 2020/2021





## 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.

# 1,634

EMPLOYEES

1,196 SUPPORT WORKERS  
128 NURSES EN/RN | 310 OFFICE SUPPORT STAFF

# 10,194

CLIENTS

3,469 MALE | 6,725 FEMALE

# 79

AVERAGE CLIENT AGE

# 1,300,679

HOURS OF CARE

# 116

SERVICE TYPES

# 20

SERVICE CENTRES VIC | NSW | SA | ACT | TAS | NT



## 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.

# 1,428

EMPLOYEES

1,372 FACILITY STAFF | 56 SHARED SERVICES

# 1,146

RESIDENTS

395 MALE | 751 FEMALE

# 86

AVERAGE RESIDENT AGE

# 1,259,592

HOURS OF CARE

# 373

INDEPENDENT LIVING UNITS

# 1,142

BEDS

# 17

FACILITIES NSW | SA | ACT

**You matter.  
We care  
about you.**

**Caring for  
Australians  
since 1885**



## The Hospitals Story

Calvary has four public and 10 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, three 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 area health networks to provide valued services for our communities.

**9,771**

**EMPLOYEES**

8,943 EMPLOYEES | 828 VOLUNTEERS

**2,164**

BEDS

**236,793**

ADMISSIONS

**3.9**

AVERAGE LENGTH OF STAY (DAYS)  
NON-REHAB

**15.9**

AVERAGE LENGTH OF STAY (DAYS)  
REHAB

**70,461**

HOME CARE VISITS

**629,731**

OUTPATIENTS

**4,567**

BIRTHS

**137,092**

SURGICAL PROCEDURES

**116,928**

EMERGENCY PRESENTATIONS

**53**

SERVICE TYPES

**14**

HOSPITALS VIC | NSW | SA | ACT | TAS

## 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 14 public and private hospitals, 17 retirement and aged care facilities, and a national network of community care service centres.

As at 30 June 2021





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## Acknowledgment of Country

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 First Nations peoples to this country and commit ourselves to the ongoing journey of Reconciliation. First Nations people are respectfully advised that this publication may contain the words, voices, names, images and/or descriptions of people who have passed away.

### COVER

**Nehaal Riaz, Client Services Officer, Calvary Community Care, Victoria. Winner of the 2020 Mary Potter Award.**

### TO LEFT

**(L-R) Margaret and her sister Marlene, resident, strolling through the new sensory garden at the refurbished Hebburn Lodge at Calvary Cessnock Retirement Community.**



# OVERVIEW

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# Message from the Chair

## Calvary Ministries Trustees



**HON MICHAEL LEE**  
Chair, Calvary Ministries Board

***“We were not made for time only but for eternity.”***

### Venerable Mary Potter

As I write, we continue to find ourselves in the midst of the COVID-19 pandemic which has afflicted the entire world for well over 18 months. This pandemic has wrought unprecedented change in our personal, social, global and professional lives. People in Victoria, and Melbourne in particular, have experienced substantial periods of time living under strict stay-at-home orders.

The Calvary Ministries Trustees visited Calvary Health Care Bethlehem in May and were incredibly impressed by the staff and the care they give.

Staff in all services have worked tirelessly with patients, families and one another to manage visitor restrictions ensuring that whilst safety is adhered to, families are still able to spend precious time with their loved ones and to ensure that the end of life care experienced by patients and families continues to embody the values and Mission of Calvary. Several staff were nominated for the National Mary Potter Award. I quote from two of the citations:

***“Her every interaction is founded on a bed of compassion and respect – she is universally admired by staff across the hospital and embodies the essence of the mission and values in all she does.”***

***“She negotiated complex and emotionally charged situations with warmth, grace and compassion – with healing and care at the heart of every conversation. Her care extended beyond patients and families to her staff and the broader hospital community.”***

I have no doubt that these words are illustrative of the efforts of so many staff across all our services. Our vocation is to heal the sick, to care for the dying, to care for each other and, in all these ways, to be for others. This is our purpose and our Mission – to serve in more normal times and in such times as these.

In doing this we draw on 136 years’ experience. The Sisters and their companions left us a rich heritage to guide and console us.

In the year of Mother Mary Potter’s death, at the 1913 Annual General Meeting of the Lewisham General Hospital, the first Australian hospital opened in 1889 by the Sisters of the Little Company of Mary, Dr J Flynn spoke in praise of the Sisters’ work and spirit:

***‘In every department of hospital administration, it is equally manifest. You notice it in the excellent cuisine, in the intelligent marketing, in the attractive furnishing, in the skilful serving, in the neat housekeeping, in fact in its excellence in all the little arts of home-making.’ He praised the Sisters’ response to medical advances also, saying, ‘Nowhere have the old, tired methods been so quickly, so thoroughly and so ruthlessly discarded and nowhere has the call to better things found more response than in the hearts and in the hands of the spiritual daughters of Mother Mary Potter beneath the Southern Cross.’***

These last words are most apposite for us to hear again today, 108 years later. The call of this present time is indeed to discard the old, tired methods and to embrace better things.

The staff at Calvary fashion heritage for another time – when people may look to us as a guiding light in their time of trouble.

I thank the Little Company of Mary Health Care Board of Directors, ably led by Jim Birch AM, the National Executive Leadership Team led by Martin Bowles AO PSM and the broader Executive team at Calvary Health Care 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.

Thank you for all you are enduring and for all you are doing.

**Hon Michael Lee**  
Chair, Calvary Ministries Board of Trustees

# Message from the Chair

## Little Company of Mary Health Care (LCMHC)

This year the tenacious spirit and determination of Venerable Mary Potter is more than ever evident.

Amidst a COVID-19 environment of uncertainty and impact on their own families, our people are going above and beyond to continue the delivery of high quality, compassionate health, aged and home care to the communities we serve.

The Board acknowledges that, notwithstanding the second year of the COVID-19 pandemic, our people went to extraordinary efforts to meet the unique needs of each patient, resident and client, whilst also supporting and caring for their colleagues.

Drawing on this energy, we are using these efforts and experiences to expand and build a better future for those in our care.

The Board has continued its formation activities and maintained a focus on the critical aspects of nurturing and developing our people, so that each person feels safe and enabled to make their best contribution towards our Mission. The support and commitment of our people allows Calvary as an organisation to adapt, evolve and grow the delivery of our care for the most vulnerable in our communities.

Additionally, we have realised multiple opportunities to grow the delivery of our care to people as they age and address the findings and recommendations of the Royal Commission into Aged Care Quality and Safety. From a Mission perspective, this is a critical area of unmet need as well as an opportunity to deliver care of the highest quality and safety. Our decision to undertake due diligence in assessing an opportunity to acquire Japara Healthcare is an example of the Board's determination to contribute to better outcomes for those who need care as they age.

The Board's governance activities this year have also encompassed the following issues and initiatives:

- Adapt our service delivery in a COVID-19 environment including agreements between our private hospitals with government; our preparedness to deal with an outbreak in our residential aged care communities and flexibility in the care of our own workforce.

- Introduce virtual care in a joint venture with Medibank to deliver My Home Hospital on behalf of Wellbeing South Australia.
- Adapt to the needs of each individual whilst improving the quality, safety and effectiveness of community care and residential aged care including monitoring the development of new models of care for residential aged care, home care, and for people living with dementia and people at end of life.
- Further develop our National Reconciliation Action Plan and our relationships with First Nations peoples at all levels of the organisation.
- Affirm our position on Diversity and Inclusion. Socio ethnic diversity at all levels of our organisation is an imperative; as is access to care no matter who you are.
- Protect those who are most vulnerable including Safeguarding of Children and Adults at Risk as part of the National Catholic Safeguarding Standards; publishing our first report in alignment with the protective practices of the Modern Slavery Act; and submissions to Parliaments in relation to various Voluntary Assisted Dying Bills and discussions in SA, ACT, TAS, NSW and NT to balance the debate on euthanasia.
- Affirm our Growth Strategy whose overarching aim is to deliver on the Calvary Care System - the delivery of cradle to grave services.
- Commit to the ongoing development of our facilities to better care for the communities we serve in Berri, South Australia; Caulfield, Victoria; Ryde, New South Wales and Launceston, Tasmania.

My thanks once again to our people, whose determination to serve with compassion and care is evidenced by donations, bequests, letters of praise and ongoing highly complimentary feedback that filters to our Board with regularity.

My thanks also to our committed volunteer community and fundraising auxiliaries. While their capacity to be present in our services this year has been again restricted by the COVID-19 pandemic, they have continued to support us.

Thank you to Sr Kathleen Cotterill LCM and Sr Monica Whelan LCM for their unwavering support of our work. Likewise, we value the support and guidance of the Trustees, who, led by the Honourable Michael Lee, undertake a critical role in the governance of Little Company of Mary Health Care.

And finally, I commend the work of Martin Bowles AO PSM, the National Executive Leadership Team and all our leaders who have put in many long hours to ensure we rise to the challenge of delivering business as usual during COVID-19, as well as building and expanding our delivery of care to ensure we most effectively serve our communities with health and care well into the future.



**JIM BIRCH AM**  
Chair, LCMHC

## 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, Visiting Medical Officers 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.

Partner to design and deliver new models that meet the emerging health and social needs of our communities.

Plan for the integration of technology enabled care into our services and models of care.

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.

Demonstrate our accountability 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.

# Message from the National CEO

Calvary is in an exciting phase of growth, to better serve the people for whom we already care, to offer healing to more people and to be present with people in the times when they are most vulnerable.

The Royal Commission into Aged Care Quality and Safety highlighted a genuine need to create a better experience for aged care residents and their families.

At the time of writing, preparations are underway to enter due diligence with Japara Healthcare Ltd to acquire 100% of Japara's shares by Scheme of Arrangement.

We share a common purpose with Japara in caring for others as if they were our own, and we believe the combination of the two companies can help achieve a better experience of care while benefiting the residents and employees of both organisations.

**Highlights of our Strategy, informed by Calvary's Strategic Intent (see page 9) include:**

## **A focus on quality and safety**

**The Calvary Care System** includes a deliberate whole of organisation approach to building our capacity for consistently high quality services in the aged care journey. We are building our services around the people who need them and delivering them within models of care that are more adaptive to the needs of each individual. This includes an opportunity to deliver specialist services for the over 65 population and the inclusion of primary care.

**COVID-19 has been a focus again throughout this year** and we are pleased to have had the opportunity to negotiate agreements for our private hospitals with government, review our preparedness to deal with an outbreak in our residential care communities and provide flexibility of care of our own workforce including working from home and single site arrangements.

## **Partnering and planning for the present and future**

This past year we have also undertaken a significant journey in terms of **partnership and virtual care**.

In late 2020, in a joint venture with Medibank, we successfully responded to a tender from the Government of South Australia, to develop a virtual care centre digital platform with remote monitoring capability. We are in the first year of the My Home Hospital program and we are seeing some great signs for the future of virtual care. For more information see **page 15**.

## **Caring for our resources**

On 9 June 2021 we signed a **Memorandum of Understanding (MOU) between the Tasmanian Government, the Department of Health and Calvary**, to develop a new hospital, co-located with Launceston General Hospital. The MOU allows the benefit of closer collaboration with government to leverage our combined expertise and inform new models of care, clinical leadership, and the delivery of value-based health care.

The Calvary Launceston Private Hospital is one of several developments that are part of our ongoing commitment to upgrade and maintain our facilities, ICT assets, infrastructure, and work environments for the benefit of our people and our environment.

## **Care of our people and our working environments**

Finally, and importantly, we are advancing the care and development of our people, benchmarked by our annual Employee Engagement Survey. The 2020 results demonstrate that in some services and in some departments, people do experience the trust, support and the resourcing to make their best and most effective contributions in our service of patients, residents and clients. Equally, the results help us to see where together we can improve the experience of our people.

Overall, we have identified key priorities for us to do more to ensure our employees can make their best individual contribution at work.

We have continued to invest in improving the leadership capability in our organisation so our people may be better leaders; we are giving people more opportunities to be heard to help them make a difference and we are improving our rewards and recognition programs to let people know that we value their contribution.

Thank you to our 12,000 dedicated staff and volunteers for another extraordinary year of contribution in these very challenging times.

Thank you also to the Boards of Calvary Ministries and Little Company of Mary Health Care, and the National Executive Leadership Team, for allowing us to grow and continue the Mission of the Sisters of the Little Company of Mary.



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



Siobhan is one of the My Home Hospital team, a Wellbeing SA service delivered by a joint venture between Calvary and Medibank.

Image credit: Wellbeing SA



# EXCELLENCE IN CARE

- 13 CLINICAL QUALITY AND SAFETY PERFORMANCE
- 14 CONSUMER EXPERIENCE SURVEYS
- 15 INTRODUCING VIRTUAL CARE



(L-R) Patient, Robert Jaggard and Registered Nurse, Brodi Lucas, Calvary St Luke's Hospital, Tasmania.

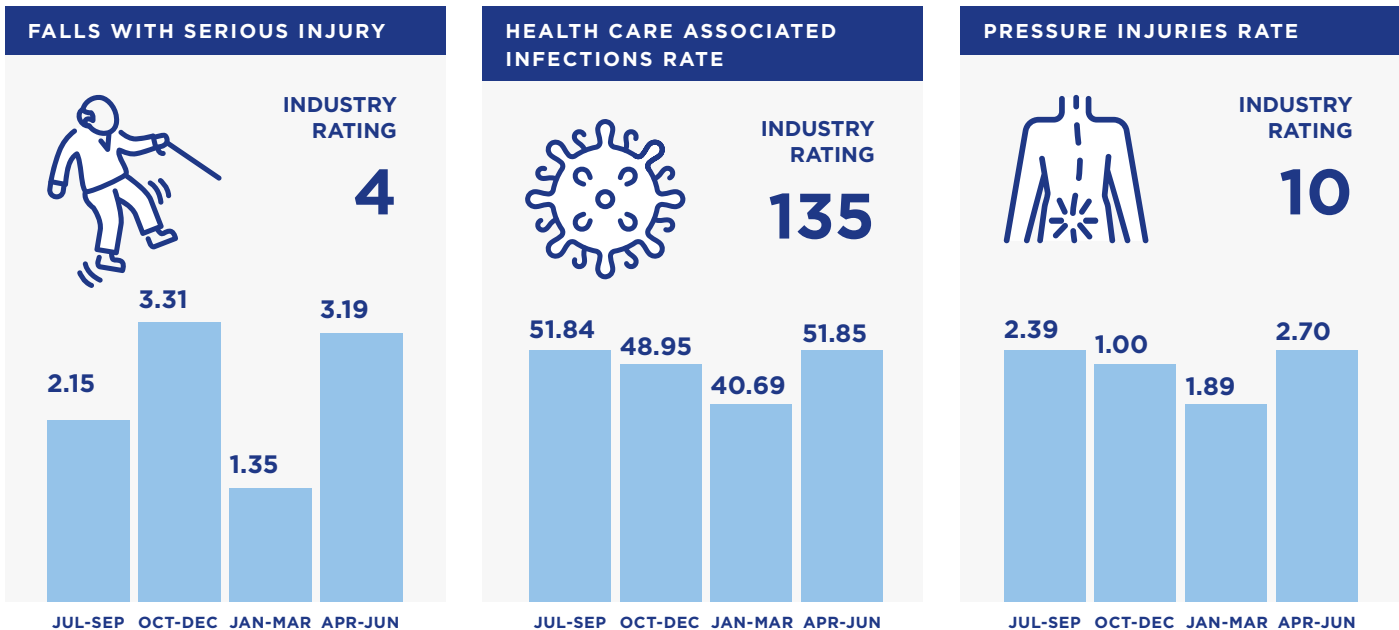
# Clinical Quality and Safety Indicators

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, such as our falls with serious injury, health care associated infections and pressure injuries rate. Pleasingly, all are under industry rates.

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

### What does the data below mean?

A lower number means fewer falls, fewer infections and fewer injuries. We aim to have the lowest number and be under the industry benchmark.



\*Australian Commission on Safety and Quality in Health Care Rates

## Net promoter score

# 87.9%

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

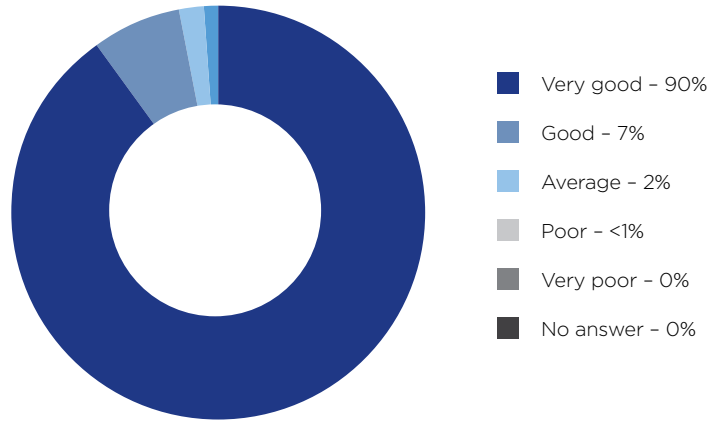
# Consumer Experience Surveys

Calvary is committed to learning from feedback and improving the care and experience of our patients, residents and clients. One method is our experience survey which is sent to all consenting patients on discharge from hospital and regularly used in our retirement communities. We ask all our consumers a standard question set to help us identify areas where our services can be improved. This reporting period had the highest number of consumers surveyed and the most positive results. An amazing 28,947 consumers provided feedback. Key highlights include:

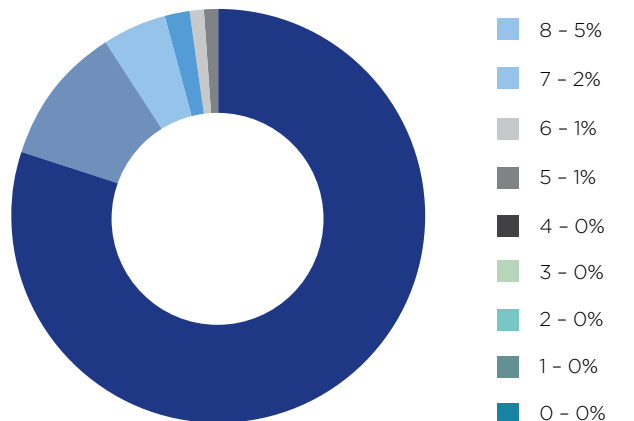
- An average Net Promoter Score of **87.9%**, a three percentage point increase from last year and a record high annual average.
- **97.8% (n=27,267)** of consumers felt that Calvary always or mostly cared for their physical, emotional and spiritual needs.
- **95% (28,528)** of consumers indicated they were treated with 'respect and dignity' during their care with us. In June 2021 we achieved a record high of **99%**.

## Survey Highlights

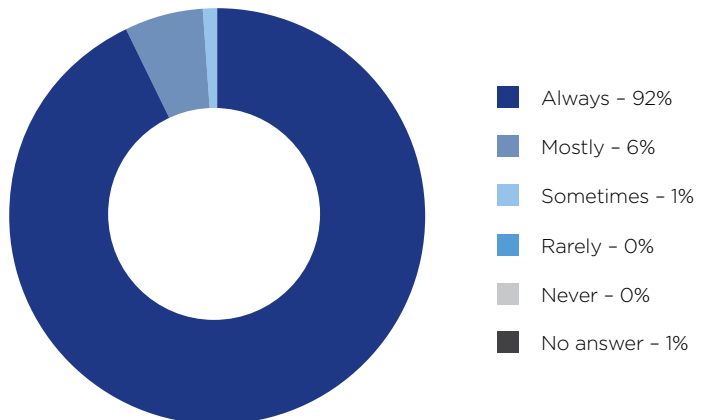
Overall, the quality of treatment and care I received was



How likely is it that you would refer someone to Calvary



I was treated with respect and dignity





Jen is one of the My Home Hospital team, a Wellbeing SA service delivered by a joint venture between Calvary and Medibank.

Image credit: Wellbeing SA

## Introducing Virtual Care

The COVID-19 pandemic has shifted perceptions of the health system. With virtual health care, some acute conditions can be treated at home.

Responding to a tender from the South Australian government in 2020, we partnered with Medibank to develop a virtual care centre concept. At the base of this sits a digital platform with remote monitoring capability. We are still in the first year of this and we are seeing some great signs for the future.

In January 2021, we launched My Home Hospital, a Wellbeing SA service we are delivering in a joint venture with Medibank, which has provided hospital-level care in the home to 576 public patients in South Australia as of 30 June 2021 and we think this model has room to expand to support patients in other parts of Australia.

We've also played a greater role in helping the community through COVID-19. At the time of publishing, in New South Wales

and Victoria, we've supported almost 14,000 COVID-19 positive patients in their homes in partnership with Medibank -- assessing the right level of care they require or providing telehealth support and virtual care through our COVID Care at Home program.

90 per cent of COVID-19 positive patients can and are being cared for and supported at home. Helping to care for these patients in their homes gives them the support and confidence while they are recovering in isolation. Our COVID Care at Home service is playing a critical role in protecting hospital capacity during this pandemic and provides an important platform for expanding virtual care going forward.

We are demonstrating that these models work. We now need to be courageous and forge ahead to revolutionise health care. We have amazing clinicians and care workers, and now technology solutions that will support them to meet the demands of patients and the community at large.

We believe we have a unique opportunity to capitalise on looking at new and innovative ways to deliver health care where we can get to the right patient at the right time in the right setting for their circumstances.



# BUILDING HEALTHY COMMUNITIES

- 17 NSW - CALVARY RYDE RETIREMENT COMMUNITY
- 18 NSW - CALVARY CESSNOCK RETIREMENT COMMUNITY
- 19 SA - CALVARY ST CATHERINE'S RETIREMENT COMMUNITY
- 20 TAS - CALVARY LAUNCESTON PRIVATE HOSPITAL
- 21 ACT - CALVARY PUBLIC HOSPITAL BRUCE - CLARE HOLLAND HOUSE
- 22 VIC - CALVARY HEALTH AND RETIREMENT PRECINCT



# Calvary Ryde Retirement Community

New South Wales

The first stage of a \$60 million major redevelopment was completed in September 2020 as 80 residents made the move 'next door' to their new, purpose-built aged care home in the 8-hectare grounds of Calvary Ryde Retirement Community in Sydney, NSW.

Calvary's Ryde residential aged care home supports all levels of care, including respite care, permanent care and dementia-specific care. The new home offers almost 30 additional residential aged care places in an environment purpose-built to enhance residents' socialisation, independence, health and overall wellbeing.

The new building meets modern community expectations of single rooms with ensuites and a range of lifestyle features with outdoor gardens and a rooftop terrace including a family BBQ area, a café, hairdressing salon and spacious communal areas.

The second stage of an additional 21 independent living units on the historic site was completed in January 2021.



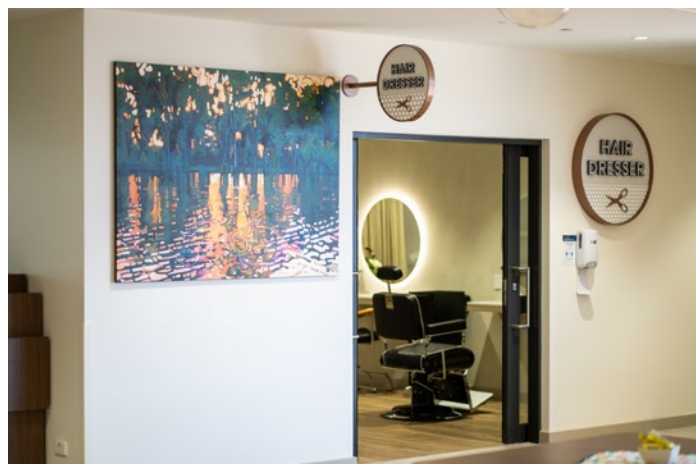
# Calvary Cessnock Retirement Community

New South Wales

On 28 May 2021, Calvary Cessnock Retirement Community residents and family members had a sneak peek of life in the new-look Hebburn Lodge, which has undergone a \$2.4 million redevelopment – including creation of a large sensory garden.

The redevelopment is the latest in a rolling schedule of major works and upgrades as part of Calvary's multi-million investment at its Cessnock residential aged care home.

The new home, for 22 women, provides each resident with their own room with an ensuite bathroom. Rooms open onto our new sensory garden or other garden spaces, with a large patio, communal dining and living areas, and spaces to catch up with family and friends. The home also includes a fully functioning resident kitchen area where residents or visitors can make a cuppa or do some baking – either themselves or with a little help from our new residents' chef.



# Calvary St Catherine's Retirement Community

South Australia

Residents of Calvary St Catherine's Retirement Community in Berri, South Australia, are scheduled to move into their new \$19 million home on 21 September 2021. Built at a cost of \$15 million, the new service has also been supported in part by a \$900,000 grant from the SA Government Department of Primary Industries and Regions (PIRSA).

Purpose built to assist residents as they age and as their care needs change, it is designed to support residents' independence, social interactions, health and overall wellbeing, and to enable best practice care for people living with varying levels of dementia with 50 spacious single rooms, each with a private ensuite.

St Catherine's has been caring for the Riverland community for 60 years and the new home ensures that we will be able to continue to support Berri's families and older community and provide care for those who need it for many more years to come.



# Calvary Launceston Private Hospital Tasmania

Calvary is delighted to confirm the signing of a Memorandum of Understanding (MOU) between the Tasmanian Government, Department of Health and Calvary, to develop a new hospital, co-located with Launceston General Hospital (LGH).

The new Calvary Launceston purpose built hospital will replace the existing Calvary St Luke's and Calvary St Vincent's Hospitals, at an estimated project cost of \$130 million, enabling us to care for more patients each year, with more operating theatres and patient recovery spaces.

We share a vision to advance the health of communities in Northern Tasmania. The MOU allows the benefit of closer collaboration with government to leverage our combined expertise and inform new models of care, clinical leadership, and the delivery of value-based health care.

The expanded scope of offerings, and the potential to work between the public and private health services, will assist in attracting and retaining new specialists and other clinical staff to the north through the offering of a diverse range of opportunities.



# Calvary Public Hospital Bruce, Clare Holland House

Australian Capital Territory

In June 2021, the completion of a \$6 million expansion of the Clare Holland House, part of Calvary Public Hospital Bruce in ACT, boosts palliative care services for the ACT region as the community continues to grow and demand for palliative care increases.

The expansion, funded by the Commonwealth Government and The Snow Foundation, and delivered by the ACT Government, provides an additional eight palliative care inpatient beds enabling palliative care for an additional 250 patients a year.



# Calvary Health and Retirement Precinct

Victoria

Work is well underway on the \$154 million Calvary Health and Retirement Precinct in Caulfield South, Melbourne, Victoria. The integrated development will bring retirement living, community care, GPs, other primary health care services, residential care, and Calvary Bethlehem's existing specialist care services together in one location.

The development will include 69 independent living units; an 83-bed residential care facility; specialist services for palliative patients and people with progressive neurological conditions; GP, allied health and related services; and community care services. There will also be a library, business centre, gymnasium and pool, retail space and cafes.

The precinct is being built on the site of the former Calvary Bethlehem hospital on Kooyong Road. Calvary Bethlehem has been a part of the Caulfield community for nearly 80 years and has a proud history of caring for families at various stages in their lives.

In recent decades, it has provided specialist services for people needing palliative care, and care and support for Victorians living with progressive neurological conditions, such as Motor Neurone Disease and Huntington's Disease. People can stay up to date on the development at [www.calvarybethlehemdevelopment.org.au](http://www.calvarybethlehemdevelopment.org.au).

Artists impression of Calvary Health and Retirement Precinct,  
Caulfield South, Melbourne. Due for completion in late 2022.



# 04

# STEWARDSHIP

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(L R) Registered Nurses, Belinda Lowe and Alice Illingworth, Calvary St Vincent's Hospital, Tasmania.

# Review of operations

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

Within these activities, Calvary has developed models of care that have been specifically designed to meet customer expectations, while reducing cost, complexity and risk. This includes the continued development of home and community based services to better manage chronic disease and palliative and end of life care. Calvary's doctors, nurses and carers work closely with Local Health Districts, Primary Health Networks and other stakeholders to improve the care journey of a patient and reduce their burden within what can be a complex system.

Calvary strives to achieve the best commercial results to sustain its operations, fund better integration, and grow and innovate in pursuit of the entity's strategic aims. Demonstrating wise stewardship and contributing to social stability in the communities that Calvary serves requires a strong financial base. Calvary achieves this through strict cost management and pursues to improve revenue rates. 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 reinvest funds into upgrading its facilities to deliver the best possible care. Upgrades and projects undertaken this financial year include:

### Calvary Ryde Retirement Community

The redevelopment at Ryde of an integrated aged care community comprising of a 116 bed residential aged

care facility and 21 additional independent living units was completed during the year. The residential aged care facility opened to residents in September 2020, while the independent living units opened in January 2021.

### Calvary St Catherine's Retirement Community

The new residential aged care facility at Calvary St Catherine's Retirement Community opened in September 2021. The new facility accommodates 50 residents, specialising in dementia care and on-site specialist services at McGilton Road, Berri and replaces the old facility located at Coneybeer Street.

The new facility offers the latest in aged care to the residents and presents the opportunity to create a community precinct by exploring advantageous connections with the proposed new medical centre and a layout that includes future expansion opportunities.

### Calvary Health Care Bethlehem

Calvary commenced with the redevelopment of the Calvary Health Care Bethlehem as part of an integrated health precinct in November 2019 to address its ageing infrastructure and ensure a sustainable model of care. The redevelopment involves the current public hospital being re-built to provide modern contemporary health care accommodation alongside complementary Calvary services including residential aged care and community care. The redevelopment is expected to be completed in late 2022.

A deficit of \$24.4 million was incurred for the group for the financial year ended 30 June 2021 (2020: deficit of \$44.0 million).

Calvary's underlying operating performance has been primarily impacted by two key factors:

- Following the close of FY21, Calvary reached an agreement with Japara Healthcare Ltd (ASX: JHC) to proceed with a process to acquire 100% of Japara's shares. Japara has over 50 aged care and retirement living communities across Victoria, New South Wales, South Australia, Queensland and Tasmania. The Japara shareholders provided approval by the requisite majorities at the Scheme Meeting held in late October 2021 and the acquisition became effective on 5 November 2021. Since acquisition date the JHC name has been officially changed to Calvary Aged Care Services (CACS) and all JHC shares have been delisted. Whilst the acquisition date of 5 November is post year end, significant costs of around \$9 million were incurred during the financial year in preparation for the acquisition.
- The full year impact of changes to the treatment of leases under AASB16 Leases for Calvary Adelaide Hospital, which opened in January 2020, impacted the net result by a further \$18.3 million. Whilst the COVID-19 impact had some impact on revenues and costs, particularly in the first quarter, hospital activity recovered during the remainder of the financial year and more than offset the early impacts.

Calvary's very strong balance sheet and overall financial position continue to support business growth initiatives and opportunities.

# Profit and Loss FY20/21

<i>In thousands of AUD</i>	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Revenue from operations	1,499,035	1,354,316
Other income	24,947	30,786
<b>TOTAL REVENUE AND OTHER INCOME</b>	<b>1,523,982</b>	<b>1,385,102</b>
Employee benefits	919,553	867,597
Goods and services	389,600	337,650
Depreciation and amortisation	92,898	77,600
Finance costs	23,444	14,724
Other expenses from ordinary activities	132,717	145,862
<b>TOTAL EXPENSES</b>	<b>1,558,212</b>	<b>1,443,433</b>
<b>Operating (deficit)/surplus</b>	<b>(34,230)</b>	<b>(58,331)</b>
Capital Funding received	9,859	14,324
<b>Net operating (deficit)/surplus</b>	<b>(24,371)</b>	<b>(44,007)</b>
<b>Statement of Cash Flows</b>		
	<b>2021</b>	<b>2020</b>
	<b>\$'000</b>	<b>\$'000</b>
Net cash flow from operating activities	60,262	123,003
Net cash flow (used) in investing activities	(163,521)	(79,588)
Net cash flow (used) in financing activities	63,664	(6,103)
<b>Net increase/decrease in cash</b>	<b>(39,595)</b>	<b>37,312</b>

# Balance Sheet

<i>In thousands of AUD</i>	<b>2020</b>	<b>2021</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>Current assets</b>		
Cash and cash equivalents	296,635	257,040
Trade and other receivables	87,010	95,031
Inventories	20,493	22,533
Term deposits	133,618	152,001
Other current assets	10,473	10,652
<b>TOTAL CURRENT ASSETS</b>	<b>548,229</b>	<b>537,257</b>
<b>Non-current assets</b>		
Trade and other receivables	1,282	1,682
Property, plant and equipment	974,532	1,046,352
Right-of-use assets	530,741	511,120
Investment property	2,591	2,543
Intangible assets	33,703	33,990
Interest in joint venture	-	2,355
<b>TOTAL NON-CURRENT ASSETS</b>	<b>1,542,849</b>	<b>1,598,042</b>
<b>TOTAL ASSETS</b>	<b>2,091,078</b>	<b>2,135,299</b>
<b>Current liabilities</b>		
Trade and other payables	123,012	138,380
Borrowings	2,531	2,850
Lease liabilities	23,388	25,379
Employee benefits	157,244	175,549
Other provisions	8,587	6,974
Contract liabilities	67,729	42,957
Refundable loans	285,199	313,035
<b>TOTAL CURRENT LIABILITIES</b>	<b>667,690</b>	<b>705,124</b>
<b>Non-current liabilities</b>		
Trade and other payables	241	121
Borrowings	69,490	106,440
Lease liabilities	513,695	509,095
Employee benefits	17,767	17,272
Other provisions	8,083	7,506
<b>TOTAL NON-CURRENT LIABILITIES</b>	<b>609,276</b>	<b>640,434</b>
<b>TOTAL LIABILITIES</b>	<b>1,276,966</b>	<b>1,345,558</b>
<b>NET ASSETS</b>	<b>814,112</b>	<b>789,741</b>



# GOVERNANCE

- 30** CALVARY MINISTRIES BOARD OF TRUSTEES
- 32** LITTLE COMPANY OF MARY HEALTH CARE BOARD
- 34** CALVARY NATIONAL EXECUTIVE LEADERSHIP TEAM

Registered Nurse, Brodi Lucas,  
Calvary St Luke's Hospital, Tasmania.



# 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 charisma, 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. Calvary Ministries adheres 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. Under the constitution of Little Company of Mary Health Care Ltd, certain reserved powers have also been given to Calvary Ministries Ltd.

## **THE HON MICHAEL LEE** Chair

Michael is a qualified electrical engineer and former Commonwealth Government Minister. Michael brings strong business skills and corporate governance experience to Calvary Ministries, including having served as a non-executive director on the boards of two ASX-listed companies.

He is currently Chairman of Communications Alliance and Industry Number Management Services Ltd.

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.

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## **MR DAVID PENNY**

David is currently Executive Leader, Operations at The Institute of Sisters of Mercy Australia and Papua New Guinea (ISM PNG).

He has significant experience in the management and governance of not-for-profit organisations. David is currently Calvary Ministries, representative with the Association of Ministerial PJPs.

David holds degrees and diplomas in Health Science and Administration. David has a Masters degree in Management and has also completed a Master in Pastoral Theology. David was a Director of Little Company of Mary Health Care between 2000 - 2009.

## **MS CATHERINE (KATE) BIRRELL** OAM

Deputy Chair

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. She holds a number of health-related degrees, as well as a degree in business and administration. Kate has several board and committee appointments. Previously, Kate was a member of both Catholic Health Australia and the Caroline Chisholm Ethics Centre Boards. She is also a graduate of the Australian Institute of Company Directors.

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 to Catholic Health and Aged Care Community Services in Australia.

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## **MS KERRY BRETTELL**

Kerry is an organisational consultant and facilitator, providing consulting services, predominantly to the not-for-profit sector. 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 PJPs and with many religious congregations in Australia and South East Asia. Kerry has served on a range of governance boards, including her current role as director of MacKillop Family Services. She is also a member of the Mission Integration Committee of St John of God Health Care Board.

## MR BILL APPLEBY

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

He is currently CEO of Jewish Care Victoria. He is also a 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 health-related positions, including Victorian Divisional Councillor for Aged & Community Services Australia, Board Member of Leading Age Services Australia, Victoria, and Board Member of Tweddle Child & Family Health Services. His most previous executive roles were Executive Director, Aged Care, Mercy Health and National General Manager of Operations at Regis Group.

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## SISTER JENNIFER BARROW LCM

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

Sr Jennifer served on local Little Company of Mary Health Boards of Management, and was the inaugural chair of Little Company of Mary Health Care National Board. Sr Jennifer has held Leadership and Governance roles in Little Company of Mary Australia, NZ and Tonga, and was involved in the restructuring of Little Company of Mary 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.

## MEMBERS COUNCIL

Sr Anne Sheridan LCM (Chair)

Ms Susan Uhlmann

Mr Seamus O'Grady

Ms Sharon O'Sullivan

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## OFFICER

### Edwina MacArthur, Executive Officer

Edwina is a Chartered Accountant, who joined the not-for-profit world after working in accounting practices for 25 years. For 12 years, she worked with the Society of Jesus (Jesuits) in financial and administrative roles, before joining Calvary Ministries in 2015. Edwina has also served on not-for-profit boards for the Sisters of Mercy and an international advisory team for the Jesuits.

Edwina acts as Company Secretary for Calvary Ministries Limited.

# Little Company of Mary Health Care Limited Board of Directors

The Little Company of Mary Health Care Board of Directors is accountable to Calvary Ministries. Chaired by Mr Jim Birch AM, the Board includes Mr Patrick O'Sullivan, Dr Annette Carruthers AM, Mr David Catchpole, Mrs Lucille Halloran, Associate Professor Richard Matthews AM, Ms Lucille Scomazzon, Ms Agnes Sheehan and Ms Jennifer Stratton. Due to the restraints caused by the pandemic, the majority of Board meetings were held virtually this year. The Board looks forward to being able to visit our services again in the near future.

## **JAMES (JIM) BIRCH AM**

BA (Health Administration),  
FCHSM, MNATSIHEC

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

**Appointed Chair on 28 November 2019**

Jim has over 35 years' experience in planning, leading and implementing change in health care, justice and human services.

Jim is Chair of Lifeblood (the Australian Red Cross Blood Service), Chair of the Women's and Children's Health Network in South Australia and a Member of the Cancer Council SA; a member of Catholic Health Australia; a member of Beamtree Pty Ltd; and Chair of Clevertar Pty Ltd. Until recently Jim was Chair of the Australian Digital Health Agency and Deputy Chair of the Independent Hospital Pricing Authority. 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.

Previously, he was 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.

## **PATRICK O'SULLIVAN** CA, MAICD

**Appointed to the Board on  
27 March 2013**

**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 Media and Nine Entertainment Co. Prior to that, Pat was Chief Financial Officer at Optus. He is currently Chairman of CarSales.com and Dreams2live4, Deputy Chair of TechnologyOne and a Director of Afterpay.

## **DR ANNETTE CARRUTHERS AM** MBBS (HONS) FRACGP FAICD

**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 Panel Member for Australian Financial Complaints Authority.

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.

In June 2021, Annette was made a Member of the Order of Australia, for her wide contributions to the health industry whilst working as a general practitioner.

## 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.

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## LUCILLE HALLORAN

BCom (HONS), BA (Admin), GAICD

**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 to Synergy and a Director of the Canberra Symphony Orchestra. 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  
1 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 Mindgardens Research Institute. 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.

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## LUCILLE SCOMAZZON

LLB (HONS 1) BA GAICD

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

Lucille is a partner and the national health care 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 health care 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 health care 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.

## AGNES SHEEHAN

BA Business Studies (HONS)

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

Agnes is CEO of CatholicCare Victoria, a provider of care for the disadvantaged and marginalised across Victoria. She has had an impressive career, spanning more than 20 years as an executive in the information and communications technology industry and over 12 years as a 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.

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## JENNIFER STRATTON

BA (Economics, English and History),  
FAICD, DipEd, Prof Dip of HR,

**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 27 years. She is also Chair of the Trustees of MercyCare.

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.

# Calvary National Executive Leadership Team



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

Martin Bowles AO PSM is the National Chief Executive Officer of Calvary Health Care, responsible for more than 12,000 staff and volunteers, 14 public and private hospitals, 17 retirement and aged care facilities, and a national network of community care centres.

Martin joined Calvary in November 2017 following an exemplary 40 year public service career spanning a diverse portfolio of industry sectors in the Commonwealth, Queensland and New South Wales Governments.



**MATT HANRAHAN**  
Deputy National Chief Executive Officer

Matt Hanrahan is the Deputy National Chief Executive Officer at Calvary and is responsible for providing leadership across all services provided across the Calvary Care system.

Matt has held senior management roles in a variety of health care organisations in both the public and private sectors, including Chief Executive of Central Coast Local Health District (NSW Health) and CEO of General Practice NSW.

Matt holds a Masters in Health Administration and is a graduate of the Australian Institute of Company Directors.



**MARK GREEN**  
National Director of Mission

Mark Green is responsible for the Mission governance and the Mission leadership of Calvary. Since joining Calvary in 2014, Mark has developed and introduced the Mission Governance Framework which reports on specific Mission outcomes aligned with Calvary's Strategic Intent. Mark has a key role engaging the Board and Trustees in the governance and stewardship of Calvary's Mission.

Mark chairs the People, Values and Culture Committee and sponsors the development of our National Reconciliation Plan and Diversity and Inclusion Strategy.



**VANESSA JANISSEN**  
National Director,  
Strategy & Service Development

Vanessa is responsible for leading the Strategy and Service Development function. This team works with leaders across Calvary to develop key organisational strategies that articulate Calvary's Strategic Intent and the roadmap to delivering Calvary's vision for the future. This includes the development of strategic plans, contemporary models of care, new service offerings, merger and acquisition opportunities and capital development programs. Critical to supporting this work is the Enterprise Portfolio Management Office and the Performance Unit that guide and inform the delivery of outcomes. Vanessa leads the development of virtual care models with our joint venture partner Medibank.



**KERRY VINE-CAMP**  
National Director,  
People & Corporate Services

Kerry is responsible for leading the People and Corporate Services portfolio for Calvary which includes ICT, People and Culture, Procurement, Work Health and Safety, Enterprise Risk, Marketing, Communications and Corporate Affairs.

Kerry commenced with Calvary in January 2021 following an extensive career in the Australian Public Service working in several senior executive positions across the Department of Infrastructure, Transport, Regional Development and Communications; Department of Health; Department of Immigration and Border Protection; Department of Energy and Climate Change; and Department of Defence.



**KRIS SALISBURY**  
National Director,  
Clinical Governance

Kris is responsible for establishing and monitoring the clinical governance function across Calvary's aged, community, acute public and private hospitals. This includes development of policy and procedures, clinical best practice and quality systems to improve patient, resident and client safety, experience and outcomes.

Kris is the Chair of the National Pandemic Management Committee and has played a significant role in Calvary's preparation and responsiveness to the COVID-19 situation.



**PHILIP MALONEY**

National Director,  
Legal, Governance and Risk

Philip joined Calvary in March 2012, and since then has led several large transactions that have marked Calvary’s new developments, including Calvary Adelaide Hospital, the successful planning appeal and financing of the Calvary Bethlehem Health & Retirement Precinct (Calvary Kooyong), the acquisition of Mary Mackillop Care, SA, and leading the legal work for the acquisition of Japara Healthcare Limited.

Leading a team of two legal counsel and two paralegals, Philip is responsible for management of legal, governance and external risk issues across the organisation and works closely with our Board of Directors, as Board Secretary.



**WENDY HUGHES**

National Chief Financial Officer

Wendy joined Calvary in September 2018 as the Regional Chief Executive Officer of NSW Hospitals and was appointed as National Chief Financial Officer in August 2019, with responsibility for leadership of Calvary’s financial services.

Wendy has played a significant role in ensuring the financial stability of the organisation throughout the COVID-19 pandemic.



**DR ANTHONY HOBBS**

Chief Medical Advisor

Dr Anthony (Tony) Hobbs joined Calvary in December 2018 and was appointed to the role of Chief Medical Advisor in February 2020.

Since joining Calvary, Tony has been undertaking significant work around the Dementia and Palliative and End of Life Care Frameworks; driving the integrated care strategy; medical engagement; and working with our retirement communities regarding the challenges in antimicrobial stewardship, and the use of psychotropic medications.

**Organisation Chart as at June 2021**



To view the full biographies visit [www.calvarycare.org.au/national-leadershipteam](http://www.calvarycare.org.au/national-leadershipteam)

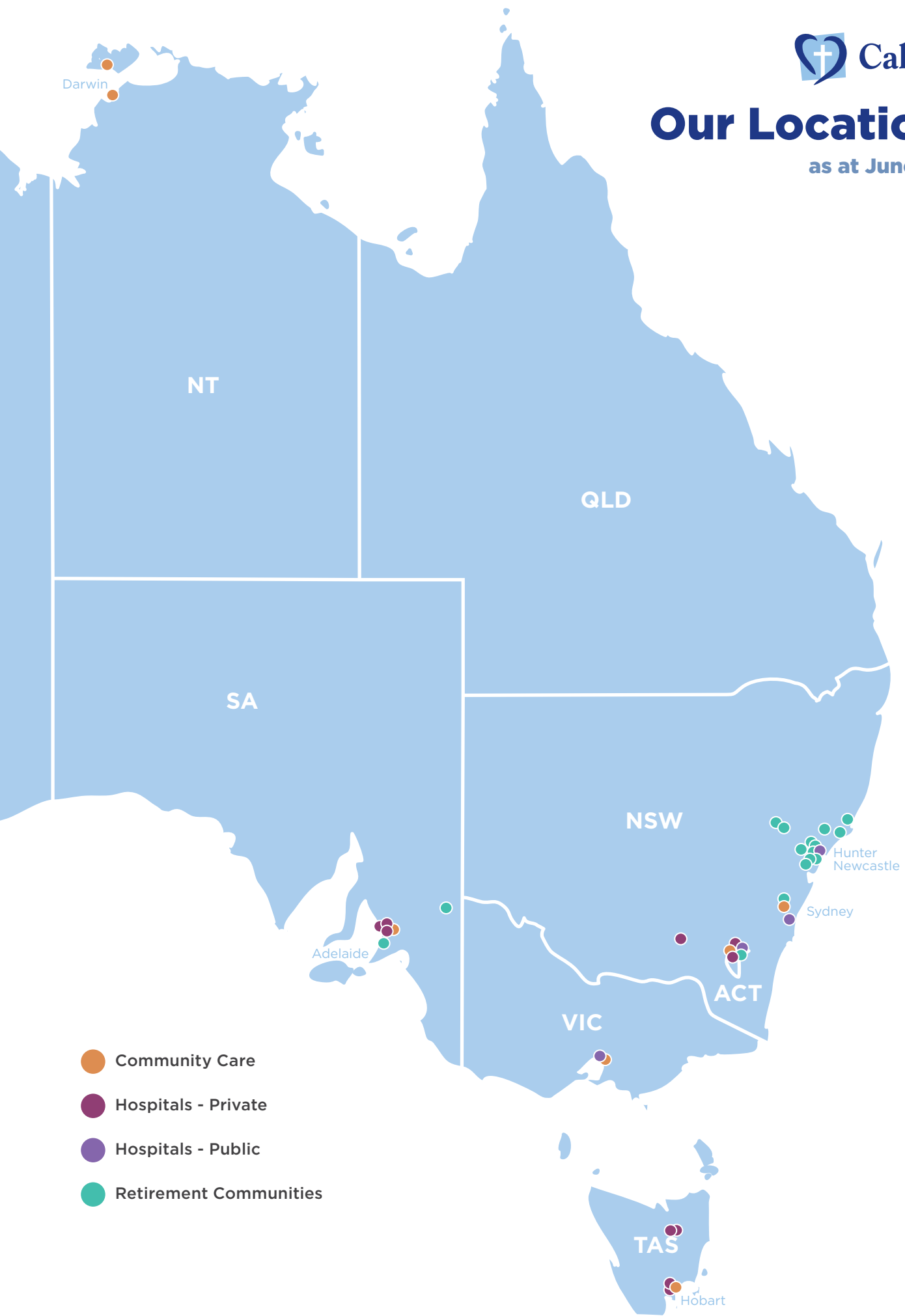




# OUR LOCATIONS



# Our Locations

as at June 2021



-  Community Care
-  Hospitals - Private
-  Hospitals - Public
-  Retirement Communities

## ACT

- Calvary Bruce Private Hospital, Bruce  
includes Hyson Green Mental Health Services

- Calvary Community Care, Bruce

- Calvary Haydon Retirement Community, Bruce

- Calvary John James Hospital, Deakin

- Calvary Public Hospital Bruce, Bruce  
includes Clare Holland House

## SA

- Calvary Adelaide Hospital, Adelaide  
includes Calvary Wakefield Surgicentre

- Calvary Central Districts Hospital, Elizabeth Vale

- Calvary Community Care, Adelaide, Port Augusta,  
Victor Harbor

- Calvary Flora McDonald Retirement Community,  
Cowandilla

- Calvary North Adelaide Hospital, North Adelaide

- Calvary St Catherine's Retirement Community, Berri

## TAS

- Calvary Community Care, Launceston, Hobart

### Hobart

- Calvary Lenah Valley Hospital, Lenah Valley

- Calvary St John's Hospital, South Hobart

### Launceston

- Calvary St Luke's Hospital, Launceston

- Calvary St Vincent's Hospital, Launceston

## VIC

- Calvary Community Care, Melbourne,  
Gippsland, Shepparton

### Greater Melbourne and Geelong

- Calvary Bethlehem Hospital, Parkdale

- Calvary Community Care Head Office, Mt Waverley

- Calvary Kooyong, Caulfield South  
(under development)

## NT

- Calvary Community Care, Darwin

- Calvary Community Care, Mulakunya, Bathurst Island

## NSW

- Calvary Community Care, Sydney, Taree, Riverina,  
Hunter/Newcastle, Forster, Lakelands

- Calvary Riverina Hospital, Wagga Wagga  
includes Calvary Riverina Drug and Alcohol  
Centre, and Calvary Riverina Surgicentre

- Calvary St Paul's Retirement Community, Taree

### Hunter Newcastle

- Calvary Cessnock Retirement Community, Cessnock

- Calvary Coinda Retirement Community, Singleton

- Calvary Ephesus Retirement Community, Lambton

- Calvary Mater Newcastle, Waratah

- Calvary Mt Carmel Retirement Community, Maitland

- Calvary Muswellbrook Retirement Community,  
Muswellbrook

- Calvary Nazareth Retirement Community, Belmont

- Calvary St Francis Retirement Community, Eleebana

- Calvary St Joseph's Retirement Community, Sandgate

- Calvary St Luke's Retirement Community, Cooks Hill

- Calvary St Martin de Porres Retirement Community,  
Waratah

- Calvary Tanilba Shores Retirement Community, Tanilba Bay

- Calvary Tours Terrace Retirement Community,  
Hamilton South

### Sydney

- Calvary Health Care Kogarah, Kogarah

- Calvary Ryde Retirement Community, Ryde

**For a description of our facilities and locations, visit [calvarylocations.org.au](https://calvarylocations.org.au)**



**Calvary Health Care**

**Little Company of Mary Health Care Limited**

Level 12, 135 King Street

Sydney NSW 2000

P: 02 9258 1700

**[calvarycare.org.au](http://calvarycare.org.au)**

