

Annual Review 2019/2020



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.

Our People

1,684

303
Support Staff

1,381
Support Workers/EN/RN

Total
3,104

Our People

1,420

1,370
Facility Staff

50
Shared Services

Care Statistics

1,294,416

Hours of care



Over
2.5 million
hours of care

Care Statistics

1,250,638

Hours of care



Clients

9,719

 Clients


3,315 Male
6,404 Female

Average age of
79 years old

Residents

1,084

 Residents


353 Male
731 Female

Average age of
85 years old

Services and locations

21 Service Centres
ACT | VIC | TAS | NSW | NT | SA



105 Service types

Services and locations

17 Facilities
NSW | ACT | SA

1,121 Beds

349 ILUs
NSW | ACT



The Hospitals Story

Calvary has four public and 10 private hospitals that provide acute and sub-acute care. Ten 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 health area networks to provide valued services for our communities.

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

**Caring for
Australians
since 1885**

Our People

8,559

Employees

1,123

Volunteers



Care Statistics

2,341

Beds



205,380

Admissions



Average length of stay (days)

5.64

Non-rehab hospitals

14.99

Rehab hospitals

92,947

Home care visits



554,986

Outpatients



4,251

Births



118,536

Surgical procedures



115,282

Emergency admissions

Services and locations

14

Hospitals

ACT | VIC | TAS | NSW | SA



59

Service types

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.

Calvary National Office

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Sydney NSW 2000

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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 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

Ashleigh Shoults, Registered Nurse, Emergency Department at Calvary Mater Newcastle holding a placard encouraging members of the public to wash their hands to prevent the spread of viruses and the COVID-19 virus.



Foreword from the Chair

Calvary Ministries Board of Trustees



HON MICHAEL LEE
Chair, Calvary Ministries Board

“Calvary was to carry the spirit of that little company at the foot of the cross into our daily lives.”

Venerable Mary Potter

In the last few months of 2019 and as 2020 began, we experienced what are now called ‘the black summer fires’ which burnt an estimated 18.6 million hectares, destroyed over 5,900 buildings (including 2,779 homes) and killed at least 34 people. An estimated three billion animals were also killed.

Many of our staff were at the forefront as volunteers doing all that could be done to accompany those who lost everything. Others were dealing with the health impacts in our hospitals, aged care homes, and in the homes of people who entrust us with their community care.

As I write, we find ourselves in the midst of the COVID-19 pandemic, which engulfs most of the world.

In July 2019, when we began the financial year, none of us expected to see a virus of this magnitude ravage our world, our communities and our lives on such a scale, in such a short period of time. None of us envisaged the deaths, compatriots without a job, industries and enterprise shut down, and lifestyles disrupted.

This may be the first time in our lives that we have felt such little control over our own destiny and the destinies of those whom we love.

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 135 years’ experience. The Sisters and their companions left us a rich heritage to guide and console us.

In about 1917, when the Spanish Flu epidemic was at its height, the Sisters built a cottage behind Lewisham Hospital in Sydney, which was used to isolate patients. The Sisters named the Cottage after St Roch, the thirteenth century patron saint

for protection against Plague. It is sobering to recall that the Spanish Flu killed more people than had died in World War One.

As the Sisters served then, each one working at Calvary serves now.

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

On 10 March 2020, we opened and blessed the Calvary Adelaide Hospital. We trust that this service, along with all our South Australian services will be a source of healing for the people of this state. We thank each one associated with the design, the building, the commissioning and the inception of the new hospital.

In February, we marked the clearing of our Caulfield site, a significant milestone in the redevelopment of Calvary Health Care Bethlehem. We blessed the site in the presence of a range of dignitaries, Sisters of the Little Company of Mary, Trustees, Board Directors, National Directors, key Calvary staff and members of the local community.

I thank the Little Company of Mary Health Care Board of Directors, ably led by Mr Jim Birch AM, the National Executive Leadership Team led by Mr Martin Bowles AO PSM, the Regional CEOs, and all the Executive teams of the Calvary services 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 is my first message to you as Chair of the Little Company of Mary Health Care Board.

I am grateful for the enormous contribution that the former Chair, the Honourable John Watkins AM, made to Calvary over the past decade. I thank him for his leadership, his generous spirit, his passion for our mission and for his encouragement.

The mission of Venerable Mary Potter, and the work of the Sisters of the Little Company of Mary inspires each of our services, the staff and volunteers to provide high quality, compassionate health, aged and home care to thousands of Australians in need.

This has been a year unlike any in recent memory. We have become far more aware of our vulnerabilities and the importance of good health and aged care systems. I acknowledge the life-giving work of all our staff throughout the COVID-19 pandemic. The Board is very proud of what is being achieved in our hospitals, residential aged care services and in people's homes. We recognise that this considerable commitment has been demonstrated at a time of heightened vulnerability for the carers themselves. We acknowledge and value the selflessness and dedication of each one.

We particularly acknowledge the experience of our staff members in Victoria, who have worked for a lengthy period of time through a period of significant personal restriction.

The Board is highly appreciative of the excellent teamwork shown by Calvary in its response to the pandemic. We have worked with purpose towards shared goals. We have learned so much about strengths within the organisation that might have otherwise been overlooked. The excellent clinical quality and safety results attained this year are the fruit of this commitment to be completely attentive to the person in front of us and supported by the team around us.

The Board is focused on the much needed reform, funding pressures and changes in the aged, disability and home care sectors, which have been increasingly highlighted this year not only by two Royal Commissions, but also throughout the COVID-19 pandemic. We have inherited a sacred duty from the Sisters of the Little

Company of Mary to do all we can to ensure the highest quality of care is provided to those who are frail, aged and dying.

The Board reinforces the organisation's commitment to creating cultures of diversity and inclusion, so that each person feels safe and enabled to make their best contribution towards our mission.

Other areas of focus this year include the following:

- Commissioning and opening Calvary Adelaide Hospital on 7 January 2020;
- Completing the Calvary Ryde Retirement Community redevelopment;
- The execution of a development agreement to fund the Calvary Bethlehem redevelopment;
- Preparing and receiving planning and development consent for a new 50 bed residential aged care facility as a replacement for the existing Calvary St Catherine's Retirement Community;
- Ways to address the systemic racial inequality highlighted through the pandemic, both overseas and in Australia;
- Procurement; the integrity of our supply chains and the sourcing of personal protective equipment;
- Monitoring financial viability agreements offered to Calvary's private hospitals at the onset of the pandemic when category 3 and most category 2 surgery was suspended;
- A governance refresher with our trustees to support each director and trustee to carry out their respective and differing duties;
- Working to implement National Catholic Safeguarding Standards;
- Implementing Lippincott - best practice, evidence-based procedures, endorsed by the Australian College of Nursing to ensure cross-organisational consistency, standardised care and improved patient outcomes; and
- Endorsing the development of a Calvary Reconciliation Action Plan to improve our understanding of and relationships with our First Peoples.

Our hospitals, aged care and community facilities are very fortunate to have excellent assistance from a committed volunteer community. While their capacity to be present in our services this year has been severely restricted by the COVID-19 pandemic, they have continued to support us. I also thank members of the auxiliaries who operate within our services. The funds these groups raise are significant, enabling us to provide leading edge care in some instances where funds are not otherwise available. Most importantly our volunteers and auxiliaries are a visible presence and reminder of the communities we serve.

We acknowledge and thank Sisters Kathleen Cotterill and 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.

I am proud to lead an enthusiastic, professional and inspirational group of Directors.

I thank and commend the work of Mr 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.

My sincere admiration and appreciation goes to our staff throughout Calvary. Their work each day brings a human face to the mission of Calvary and they are our greatest ambassadors. Their positive contribution is evidenced by donations, bequests, letters of praise and ongoing highly complimentary feedback that filters to our Board with regularity. I commend everyone at Calvary for the service we have been privileged to offer this year.



JIM BIRCH AM
Chair, LCMHC

Spirit of Calvary

Being for others

Hospitality
Healing
Stewardship
Respect

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.

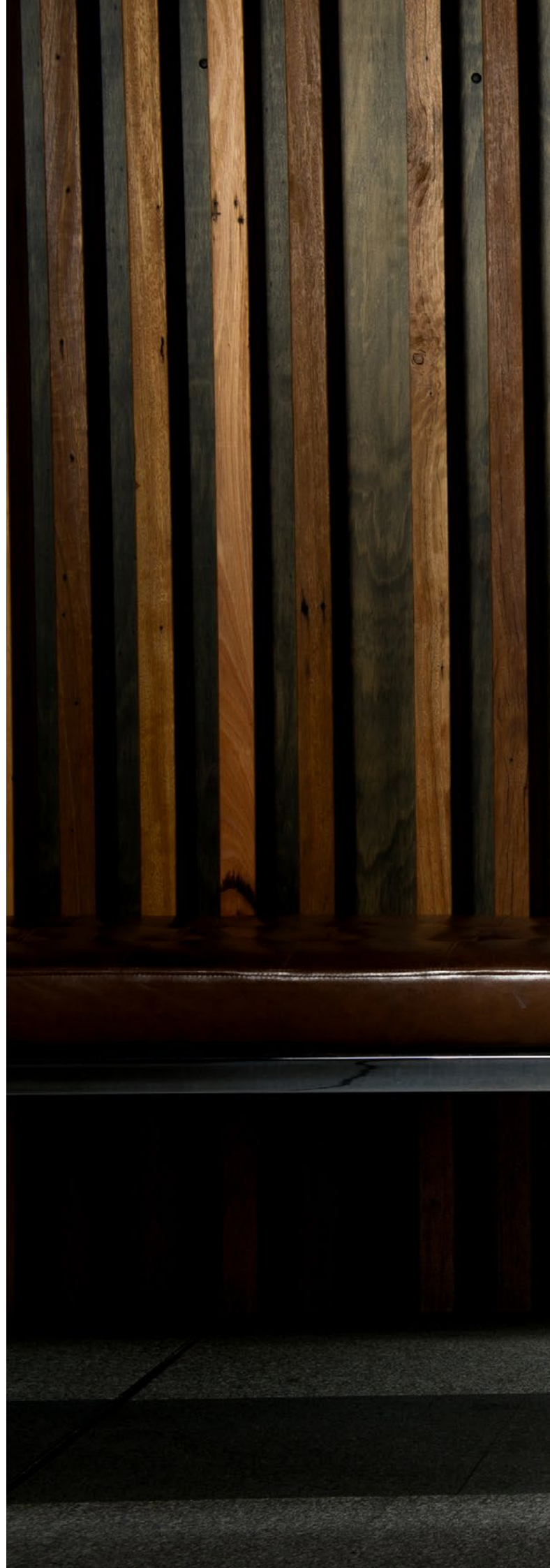
Your physical, emotional, spiritual, psychological and social needs are important to us.

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

This year more than ever, we are again inspired by the vision and mission of our founder, Venerable Mary Potter, and the Sisters of the Little Company of Mary.

Despite the devastation of the January bushfires, followed by the ongoing COVID-19 pandemic, our staff on the frontline and behind the scenes have lived the values of the Sisters, as they navigate these challenges with determination and courage, to continue the delivery of high quality, compassionate health care.

I have also observed with deep admiration, the dignity and resilience of our patients, residents and clients at a time when they are at their most vulnerable.

Impact of the COVID-19 pandemic

Our leaders and teams have excelled at adapting to rapidly changing and new operational environments.

Earlier this year a National Pandemic Management Committee (NPMC) was formed to manage specific initiatives associated with the outbreak.

The NPMC initially mobilised resources to support state and federal governments with extra capacity in the event of patient overflow from the public sector.

At the same time, we introduced a virtual work environment to support more than 500 people working from home, which has proven enormously successful.

We also introduced the use of video technology for aged care residents to stay in touch with loved ones when visitations were restricted, and telehealth consultations for pre and post-operative care to manage social distancing, whilst keeping people safe and well.

Our procurement teams have been outstanding in their sourcing and distribution of personal protective equipment (PPE) and other clinical supplies, to ensure sufficient stocks to meet a range of anticipated demand scenarios.

Our workforce planning initiated the re-deployment of staff and surge workforces to fill potential skills gaps, and the introduction of policies, procedures and employee services to support employees' physical and emotional wellbeing.

Key highlights and achievements

Despite the instability created by the COVID-19 pandemic, during this financial year Calvary continued to demonstrate strong financial performance and the delivery of Calvary's Strategic Intent.

A significant focus was the delivery of the organisational restructure to move to a fully regionalised model. This move was implemented in May, combining operational structures across hospitals, aged and community care to support a more integrated regionally coordinated Calvary care system across all services. This will enable us to deliver seamless, safe and quality care, tailored to individual and community needs.

Our program of capital developments continued with the opening of the new \$345m Calvary Adelaide Hospital in January. In the first six months the hospital cared for over 13,000 patients.

Stage one of the Calvary Ryde Retirement Community redevelopment was opened in September, with more than 80 residents moving from their former onsite accommodation to the new residential aged care facility. Stage two will involve the construction of an additional 21 independent living units, due for completion in early 2021.

Positioning for the future

This unprecedented year has informed the update of the Calvary Strategic Intent with two further areas of focus: using the learnings from our COVID-19 experience to strengthen our delivery of safe, high quality, efficient and innovative care; and creating opportunities and partnerships to utilise our resources more effectively in the service of others.

We have been working in partnership with Medibank to prepare a joint response to deliver a new SA 'My Home Hospital' initiative. The proposed model enables both organisations to combine our expertise and experience to provide more South Australian public hospital patients with the opportunity to receive services at home, as an alternative to going to hospital, when clinically appropriate.

There is an ongoing need to protect the vulnerable in our communities and

workforce as the COVID-19 virus continues. We are constantly adapting and preparing for the unexpected; putting in place additional contingency plans should various scenarios arise, reshaping and repositioning our services, and supporting our teams to adapt to 'the new normal'.

Other important areas of focus include:

- enhancing our customers' experience,
- further integrating our regional service delivery,
- fast-tracking our digital strategy,
- developing new models of care in palliative care, dementia and aged care,
- supporting vulnerable communities through the Reconciliation Action Plan (RAP), volunteers, pastoral care and Mission Accountability Frameworks,
- improving our employee's experience in the workplace with ongoing education, flexible working, and
- improving the efficiency of our business systems and shared services support.

Thank you to our 12,000 dedicated staff and volunteers for your extraordinary contribution in 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. Your ongoing commitment and dedication has allowed us to continue to deliver relevant, innovative and compassionate health care.



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.

Using the learnings from COVID-19 to strengthen trust in our services as consistently delivering safe, high quality, efficient and innovative care.

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 and 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.



Caring for our people and working environments

Strategic Priority: **Caring for our people and 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'.



Fiona Dawson, Midwife at Calvary Lenah Valley Hospital.



Sr Justina Gaudron LCM - a resident of Marian Hostel. Taken in St Margaret's Chapel, Calvary Ryde Retirement Community.

Our Mission, 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 tells us the extent to which they perceive us to live and breathe our values.

Summary of achievements

The second half of the year was taken up with the COVID-19 pandemic. The pace, consistency and the nature of our progress towards achieving goals has varied because of the pandemic. Flexibility was both warranted and desired.

Some of the characteristics we have observed through reporting over the course of the year include the following:

- 86.3% of patients would refer someone to Calvary (June Net Promoter Score)
- The extra care and effort in services and offices to attend to organisational culture by keeping people connected, being mindful of staff welfare and extending support when people need this

- Imaginative, innovative, empathetic and sensitive care – clinical and pastoral – for so many affected by visitor restrictions and social isolation during the pandemic, including ICT solutions such as Webex and teleconferencing
- Further development of more effective staff communications mechanisms and modes
- The depth of ethical reflection exemplified in the development of both palliative and end of life care principles, and ethical triage principles for this time of pandemic, palliative sedation therapy policy (ACT) and reflections on non-clinically justifiable induction of labour (ACT)
- Ongoing initiatives to improve governance, quality, safety and efficacy of pastoral and volunteer services
- Examples of the attention being paid to organisational transitions and the specific cultural differentiation activity which is required.
- The production of effective and rich resources for people in all services to use both in the Easter period and on ANZAC Day, along with innovative and imaginative ways to connect people with ritual and community
- The introduction of well-being calls to our ILU residents throughout the COVID-19 period
- Ongoing reconciliation initiatives, including the purchase of artwork by Thomas Croft, for use in designing an Aboriginal and Torres Strait Islander shirt to include in the Calvary uniform catalogue
- A Volunteer Support Call program implemented at Calvary Health Care Bethlehem during the COVID-19 pandemic to support isolated Friends of Bethlehem, including patients and carers, and enable volunteers to continue to be engaged with their work whilst also achieving everyone's safety
- The formal opening and blessing of the Calvary Adelaide Hospital which took place on 10 March 2020 followed by a Mass of Thanksgiving on 11 March, the internal and external impact of the ceremonies and the celebration of Calvary heritage in Meliesa Judge's art.

Highlights

- The rapid progress made in reforming, reconfiguring and developing pastoral services in Calvary Health Care Adelaide (CHCA)
- The attention to safeguarding and risk mitigation in our Retirement Communities along with Calvary's contribution to the development of Catholic Professional Standards Ltd (CPSL) for 'adults at risk'

Ethical integrity

The value of our relationship with the Plunkett Centre for Ethics has been demonstrated in the development of Ethical Principles for Resource Allocation in the event of an overwhelming surge of COVID-19 patients and, in the ACT, through a deeper understanding of the ethical underpinnings which guide the use of palliative sedation.

Modern Slavery Act training for staff has commenced, along with the development of several policies, to inform our approach to the abolition of modern slavery.

Developing these principles created conversations with staff specialists, medical directors and many others in our public and private hospitals. These conversations have been formative and instructive as people with differing perspectives and approaches to medical ethics interact with each other. The result has possibly been a deeper understanding of the virtue of prudence, the principle of the common good and what respect for the inherent dignity of each individual entails.

In addition, discussions about how we care for each person in a time of pandemic have involved the interplay of ethical considerations, the call of our mission (especially to be present with the dying) and sifting options, which balance the needs of individuals (particularly with respect to autonomy and communion) and the common good of all (good health, safe interactions and wellbeing into the future).

Pastoral Services

Much attention has been given to implementing the new National Pastoral Care Policy and model/s of care.

Many services have made extra effort to communicate the importance of holistic care and to ensure pastoral care staff participate in multi-disciplinary team meetings. Examples of quality improvement programs include improving patient notes, accurate coding and recording, procedures for weekend referrals, call-back triage, handover guidelines, reviewing models of spiritual assessment, statistical reporting, credentialing for pastoral visitors and education sessions for clinical staff.

Spirituality

In response to the COVID-19 crisis, many resources to assist with the spiritual and emotional needs of people in our care have been developed, distributed, posted and shared with staff, residents, patients, clients and communities.

Mechanisms to provide spiritual and emotional care similar to telehealth have been trialled and utilised. Protocols for sacramental care (by paid pastoral staff) have been developed for a time when contact is being minimised.

Organisational culture

COVID-19 has required enormous changes in organisational functions. We have relied on the goodwill and co-commitment of our staff.

Some reports highlight the particular mindfulness of colleagues during alternative working conditions - "thoughts of the day" to lift morale; random calls to colleagues to check in with them; increased frequency of catch up meetings to stay in contact and also gain a sense of how people are travelling; managers demonstrating additional commitment and care to staff members; debriefing sessions; sharing of 'good news' stories; having fun days; frequent expressions of gratitude and tokens of appreciation.

Formation

The COVID-19 period has offered a unique opportunity to draw on our mission and values as we shape our response. The development of guidelines to ensure that through the COVID-19 pandemic Calvary remains faithful in delivering services to the imminently dying and ensuring adequate supplies of PPE for visitors to dying patients/residents is a case in point.

Discernment

Partnership Guidelines provide practical guidance for discerning whether or not a potential partnership with an organisation is appropriate ethically; and for determining the extent to which the proposed relationship aligns with and advances Calvary's mission. The Guidelines are designed to be used in conjunction with the Discernment Framework, particularly when opening a new service is being considered.

Community engagement

Momentum continues as various sites and services deepen their relationships with our First Peoples including to strengthen the care of our residents.

Attention has been paid to other cultural blind spots, and being attentive to the needs of patients from other cultures and how they interface with healthcare, along with CALD and LGBTQI patients, residents and clients.

The volunteer audit has highlighted the need to formalise many of our practices, especially recruiting and training, as well as more effective automated and integrated management tools to care for over 1,100 persons.

Volunteer support calls to patients have been successful in several services including Calvary Health Care Bethlehem; as have knitting programs, a mask-making program and, at Calvary North Adelaide Hospital, the use of biography program volunteers to transcribe messages for staff to share with palliative care patients.

Partnerships with Sisters of the Little Company of Mary, Catholic Health Australia, Plunkett Centre for Ethics, Archdiocese of Sydney (Modern Slavery), Mercy Health (Celebrating Excellence in End of Life Care campaign) continue.

Calvary Mission Governance 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



(L-R): Rachel Murphy, Registered Nurse and Dr Azait Drahman, Resident Medical Officer Surgery at Calvary Mater Newcastle.

Our People

Calvary's workforce includes over 12,000 employees and 1,123 volunteers nationally across 14 public and private hospitals, 17 retirement and aged care facilities and a national network of community care facilities.

Calvary's strategic focus includes caring for our people and providing a safe and equitable workplace. Through the COVID-19 pandemic, one of Calvary's responses has been providing our employees across services and regions the flexibility to work from home where possible, to ensure their safety.

Employee survey and focus group discussion responses indicated positive employee perceptions and experiences in relation to the flexibility offered. As the COVID-19 restrictions ease in the states and territories, Calvary has a return to work strategy that can be applied to the Calvary offices as required to ensure staff can safely return to the workplace.

Due to COVID-19 restrictions and to minimise health risks, many of our volunteers have not been able to return to our services and their valuable contributions have been dearly missed. Our sites are looking forward to welcoming them back as soon as it is safe to do so.

Based on staff feedback, Calvary is also implementing initiatives to create sustainable work practices for the future that are safe, productive and supportive.



Sue Langley, presenting one of the five Calvary Leadership Program workshops in 2019.

Calvary Leadership Program

Following the success of the inaugural Calvary Leadership Program (CLP), Calvary continued its partnership with GE Healthcare to plan a 2020 program.

30 Calvary leaders representing each service area were nominated, completed their strengths profile and debriefing, and attended the first workshop in March. However, with COVID-19 restrictions the program has been postponed to 2021.

GE Healthcare is providing a CLP Virtual Chat Series to Calvary so we can continue to engage and inspire participants from the 2019 and 2020 cohorts, and other senior leaders in the business.

This initiative consists of a series of monthly 60-minute chat sessions to provide participants with actions and tips to keep them and their team functioning at their best. Over 200 leaders attended the first two sessions.



Back row (L-R): Jane Cleveland, Philpa McGrath, Jessica Thorncraft, Cherete Harton, Dr Judy Duchscher, Meg Townsend, Cath McMahon, Christine Harris, Samantha Hingley, Meegan Murray and Claire Breeze.
 Front row (L-R): Jillian Ferris, Jodie Murray, Bianca Hum, Kirsty Stapleton, Milan Adhikari, Juno Song, Sarah Meyer, Mel Walker, and Loren Madsen.

Calvary One Plus Graduate Nurse Transition Program

The National Calvary One Plus Graduate Nurse Transition Program (Calvary GNTP) for private hospitals, is based on the extensive transition research of Canadian Academic, Dr Judy Duchscher, resulting in a standardised program that is underpinned by the philosophy of transition stages.

New graduate nurses entering the workplace, transition through different phases as they negotiate their way in the practice environment during their first-year post graduation.

These phases begin with a reality check when they discover differences between the educational and practising environment.

Calvary private hospitals began offering this transition program for newly graduated nurses from January 2020. This program has set a minimum standard of support and includes a dedicated GNTP Coordinator educated in transition theory, at a ratio of 1:12, an additional resource for a number of hospitals. This 'ratio concept' has not been seen before.

To ensure the GNTP Coordinators had a good understanding of the philosophy of transition stages, an interactive workshop was developed and then facilitated in person by Dr Judy Duchscher. This was held on October 30, 2019 in Melbourne with 21 attendees.

Knowing and understanding this theory allows Calvary GNTP Coordinators to identify where graduates are in their transition and are able to support them appropriately on their journey.

Recognising the uniqueness of this program, the National Learning and Development team have collaborated with Dr Duchscher, and Dr Lynette Cusack, Chair of the Nursing and Midwifery Board of Australia, and an Associate Professor at the University of Adelaide, to conduct a research project that will measure return on investment and most importantly the impact of this program on our graduates' first year experience as a nursing professional.

Champions of Change Coalition

Calvary is proud to be recognised as a member of the Champions of Change Coalition (CCC) initiative, since early January 2019. The Champions of Change Coalition (CCC) is a not-for-profit organisation that works with influential leaders to redefine men's role in taking action on gender inequality.

Members of the CCC Health Group, including Calvary's National CEO, Martin Bowles AO PSM, have committed to using their power and influence to step up beside women to challenge the status

quo, and adopt actions to cultivate inclusive cultures towards gender equality, increase female representation in leadership roles and enhance workplace flexibility across private and government sectors. Martin has spoken at numerous CCC seminars to discuss key issues around gender inequality and workplace flexibility.

Calvary is committed to the CCC initiative and is actively participating in the 'All Roles Flex' study focusing on barriers and enablers to workplace

flexibility in medical specialty training and rostered clinical environments.

For more information visit www.championsofchangecoalition.org



My Learning

The Australian Government Department of Health developed COVID-19 infection control online training for health care workers in all settings. It covered the fundamentals of infection prevention and control for COVID-19.

7,223 Calvary staff across all settings completed the Infection Control Training Module

90% of our Aged Care staff completed these online training modules:

- COVID 19 - Outbreak Management Procedures
- COVID 19 - Laundry
- COVID 19 - If you suspect a person has Coronavirus
- COVID 19 - Cleaning
- COVID 19 - Wearing personal protective equipment.

In order to support the nursing workforce to respond to the COVID-19 crisis, the Australian Government Department of Health sponsored access to SURGE - Critical Care courses.

SURGE - Critical Care provided education for Registered Nurses (RNs) about the necessary minimum knowledge and skills required to work in High Dependency or Critical Care settings, such as Intensive Care Units (ICU).

The aim of this was to rapidly and efficiently deliver education to RNs across Australia, to meet the demand created by COVID-19.

562 Calvary staff across all our hospitals completed this education online. It built on previous knowledge, skills and experience in preparation for transitioning to High Dependency Units (HDU) and Critical Care wards. Sites complemented this theory with practical demonstration and simulation at unit level.

Course snapshot

Online courses completed FY 2019/20

27,252 COVID-19 Online Training Modules

2,360 Calvary Induction Program - Welcome

2,455 Calvary Induction Program - Professional Conduct

564 Calvary Induction Program - Volunteers, Agency, Students

2,615 Palliative & End of Life Care Module 1

2,595 Palliative & End of Life Care Module 2

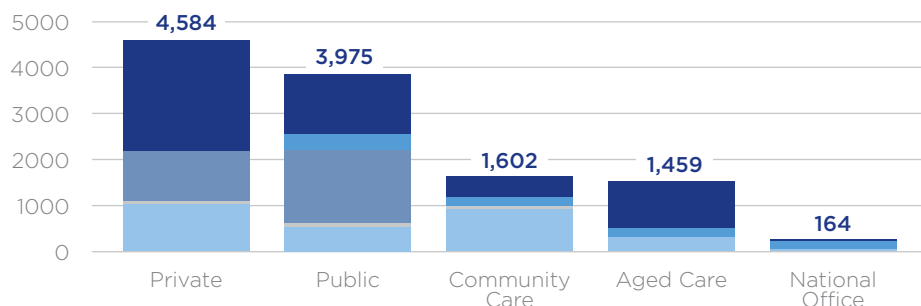
7,828 Hand Hygiene

7,245 Fire Awareness & Extinguisher training

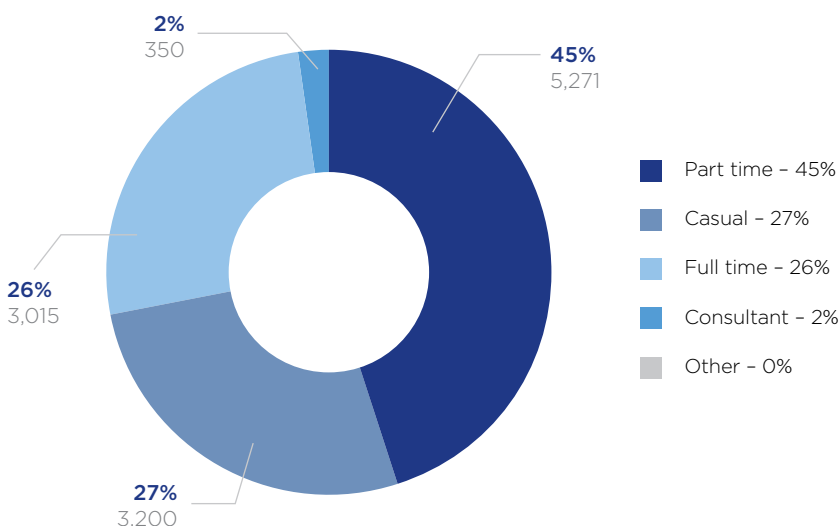
1,220 Conflict & Challenging Behaviour and Awareness

4,543 Basic Life Support

Headcount by stream and employee status



Headcount by employee status



11,784 Employees

6,998 Contracted FTE

43.2 Average age

7.27 Average years of service

1,123 Volunteers

80.7% Female

Workplace Health and Safety

Calvary is committed to promoting the health, safety and wellbeing of our workforce, providing a safe working environment and eliminating or minimising work health and safety risks.

Across the business, our safety performance continues to improve as a result of a focus on hazard identification, risk management, incident reporting and investigation.

Strengthening our work health and safety (WHS) management system and framework remains a key focus. The following initiatives were implemented in 2019-20:

- A WHS and workers compensation dashboard that provides oversight of safety performance and a focus on proactive safety management
- A new system for incident and hazard reporting, escalation process and tracking of corrective actions
- Calvary Pulse - a national wellness program newsletter with associated campaigns to increase staff awareness of and participation in various wellbeing initiatives.

Ensuring continuous improvement

To ensure continuous improvement across our business, a comprehensive suite of safety performance indicators were established that are monitored monthly, and benchmarked against internal and industry performance.

The results to date against these KPI's has been positive and clearly demonstrate the commitment Calvary has toward safety improvement programs.

In line with our National WHS Strategic Plan 2019-2021, each of our business units have a site based plan which guides progress and monitors WHS activities. These plans are revised annually to incorporate best practice and key learnings.

To ensure best practice, we conduct a national audit schedule that all sites complete. This program ensures our WHS processes are being followed and can identify areas for improvement.

Similarly, transparency in reporting is a key component for driving continued improvement.

Over the last year a comprehensive reporting program has been introduced. A number of key performance indicators are measured by all our sites, monitored and reported monthly. We also provide regional and national monthly reports.

Managing critical WHS risks

This year a proactive approach and commitment to WHS risk management has been firmly embedded. Identifying, understanding and managing WHS risks is critical for the improvement in safety.

Across our business, all WHS risks are now formally reported and recorded in our integrated risk register. This system of managing key risks ensures site based improvement plans are developed and addressed, demonstrating a commitment to monitoring and improving performance.



(L-R): Claire Thompson, Clinical Manager and Registered Nurse Esther Varghese at Calvary North Adelaide.

Workers' Compensation

In 2019-20 we improved workers' compensation claims performance and incurred just 0.58 workers' compensation claims for every \$1 million in wage roll.

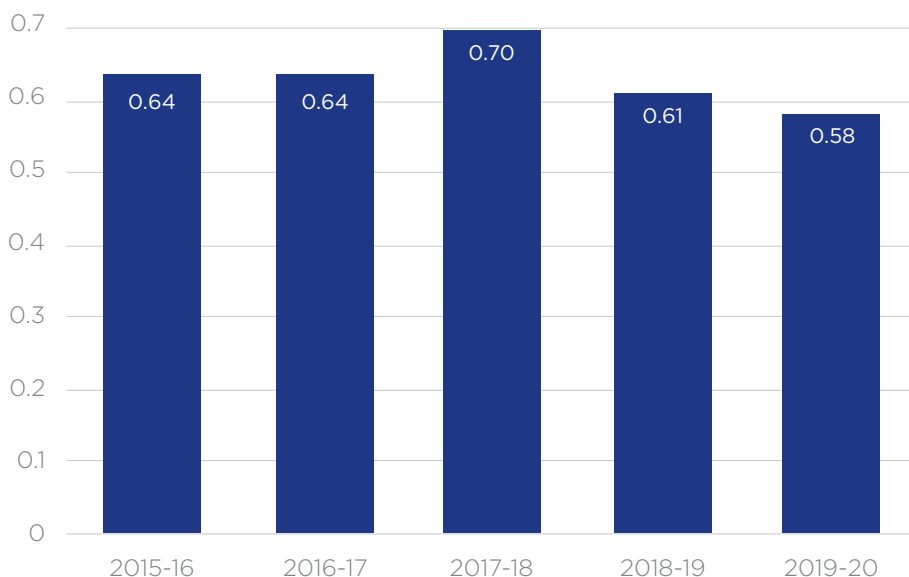
This represents a 5% year-on-year improvement from 2018-19 to 2019-20, and a 17% reduction from a high of 0.70 claims for every \$1 million in wage roll in 2017-18.

See graph on the right.

Based on a four year rolling average of 0.65 claims for every \$1 million in wage roll between 2015-16 and 2018-19, the performance in 2019-20 represents a 10% reduction in the number of workers' compensation claims incurred.

The WHS and return to work teams are committed to ensuring the safety of our people and are targeting continued performance improvement in 2020-21.

Calvary Workers' Compensation Claims Performance



Excellence in care

Strategic 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.

Using the learnings from COVID-19 to strengthen trust in our services as consistently delivering safe, high-quality, efficient and innovative care.







Catherine Johnson, Gastrointestinal Cancer Care Coordinator at Calvary Mater Newcastle Hospital.

COVID-19

Our response

This year, Calvary has been challenged in new and unprecedented ways. 2020 will be remembered as the year of the COVID-19 pandemic and the cause of the most serious public health emergency in Australia since the Spanish Flu, a pandemic which resulted in up to 15,000 Australian deaths just over 100 years ago.

Calvary's response to this new crisis has involved all parts of the business, and has required every employee to be able to adapt safely and with speed to a rapidly evolving health, aged and community care environment. Calvary's commitment to the delivery of excellence in care, and the provision of the highest possible levels of patient, resident and client safety outcomes has guided this response.

Since February 2020, Calvary has been heavily engaged in pandemic response planning for our hospitals, aged care and community care services. By nature of Calvary's operations spanning six states and territories and various care sectors, all new measures have been tailored to meet the respective requirements of each jurisdiction.

This work has included:

- The introduction of new mandatory COVID-19 training modules for clinical staff
- Training for personal protective equipment (PPE) donning and doffing, hand hygiene and infection prevention, and control protocols and procedures
- The introduction of temperature testing and screening for all visitors and staff
- Measures to support social distancing of 1.5 metres at all facilities
- Thorough planning, training and regular scenario testing for the safe management of a COVID-19 outbreak in one of our facilities
- Encouraging clinical staff to further their ICU education and training, contributing to a significant upskilling of our nurses.

While the pandemic has caused significant disruption, including the temporary suspension of non-urgent elective surgeries, PPE supply challenges at the peak of the crisis and the need for visitor restrictions, Calvary has been able to respond to patient, resident and client needs, by implementing new and innovative solutions.

Some of these new programs to support health and wellbeing include our Webex video call service, introduced across

Calvary Retirement Communities to help residents and families stay connected during the height of the pandemic, and the introduction of an in-home Influenza vaccination service for clients of Calvary Community Care in Adelaide.

While the COVID-19 pandemic is not over, Calvary has responded to complex and rapidly changing needs to ensure clinical environments for the safety, health and wellbeing of the vulnerable people in our care. Our commitment to the delivery of excellence in care and the provision of the highest possible safety outcomes will continue to guide our response to COVID-19.



Ellie Withers, Clinical Nurse Specialist, Calvary Mater Newcastle.



Katherine Faupula, Clinical Nurse Consultant, Emergency Department, Calvary Public Hospital Bruce.



Dr Anil Paramadhathil, Geriatrician at Calvary John James Hospital.

Speaking Up for Safety Program

Ensuring the safety of the people we care for is a focus for all Calvary staff and our teams work to provide safe care every day. To strengthen this and further develop our safety culture, the Speaking up for Safety Program will be implemented in all facilities starting with the hospitals in ACT.

The Speaking Up for Safety Program, developed by the Cognitive Institute, teaches all staff and clinicians to speak up in the moment to prevent unintended harm to consumers. All members of staff develop the skills and insights to respectfully raise issues with each other when they are concerned about a consumer's safety.

This important initiative is supported by the LCMHC Board who, with the National Executive Leadership Team, undertook training in February 2020.

The Speaking Up for Safety Program was formally launched in ACT on 28 February 2020. Training was halted for a period of time due to COVID-19 restrictions and recommenced in late May/June 2020 in a modified manner with smaller groups. The rates of completion are lower than what we would have anticipated had 2020 been a normal year, however it is still pleasing to see that more than 1000 staff have

undergone the one hour session as of the end of October.

The training has received very positive feedback to date. Some of the feedback from the staff who attended the sessions:

“The workshop was excellent and gave me extra confidence to speak up. Also knowing that others have attended and are aware of this practice will ensure a safer workplace.”

Nursing Staff, Calvary Health Care ACT

The next team/region to start the Speaking Up for Safety training is Calvary Health Care Kogarah in November 2020, with the aim to rollout the program to all regions by the end of 2021.

Lippincott Project Standardisation of nursing procedures

Calvary has implemented and integrated Lippincott Australian Procedures within the Calvary Connect document centre for all hospitals, residential aged care and community care settings. Access to Lippincott Australian Procedures provides clinical staff hundreds of procedures with

access to the latest evidence-based tools to guide clinical practice and support quality care.

This integrated solution was achieved through the collaboration of all sites and services, the National Digital Communications Team, Clinical Governance, National Project Management Office and the Lippincott Asia Pacific Team.

This initiative provides the foundation for ongoing inclusion of more Lippincott procedures to ensure nurses can always access the most up to date information while continuing to ensure the standardisation of clinical procedures and processes across our services.

“The procedures are comprehensive, easy to understand, have lots of accurate pictures, helpful videos and excellent references.”

Clinical Services Coordinator, Calvary John James Hospital



Shanna Thain, Radiographer at Calvary Public Hospital Bruce operating the recently installed CT Scanner.

Delivering Safe and High-Quality Care

Calvary is committed to delivering excellence in care and providing the highest possible levels of patient, resident and client safety outcomes. We strive towards eliminating preventable adverse events and serious harm within all our services.

Reporting all incidents and near misses, investigations and learning from errors, is integral to reducing preventable harm. An excellent reporting culture where facilities identify and log minor or near miss errors provides transparency and learning across the organisation.

In 2019/2020 we have made positive steps in achieving this goal. Reporting rates across Calvary is at its highest level ever at over 25 incidents per 1,000 bed days. This represented a 14.5% increase from the previous year.

Coupled with this, Calvary has experienced its lowest ever number of incidents with serious harm. There was a 64.4% decrease in the most serious, Severity Assessment Code SAC 1 incidents. A total number of 19 incidents were reported.

A 23.5% decrease also occurred in SAC 2 incidents from the last financial year, with a total of 233 incidents reported.

Calvary uses RiskMan to notify and manage incidents. Thematic analysis of incident data enables significant issues, risks and trends relating to clinical care to be identified. This facilitates improvement work that ultimately develops the reliability and safety of care.



Judith Aiston, Registered Nurse at Calvary Wakefield Surgicentre.

Accreditation Success for Calvary Hospitals

A number of our hospitals have achieved outstanding report cards during the accreditation process, which measures our ability to meet regulatory requirements and our demonstration of safe and high-quality care for patients.

- Calvary Mater Newcastle received a successful result and is the first Calvary site to go through accreditation under the new standards which emphasise consumer participation and involvement
- Calvary Health Care Bethlehem passed the accreditation process with no unmet standards and no recommendations
- Calvary Public Hospital Bruce was awarded three years accreditation with outstanding results in the assessment Ratings Report showing that the hospital met all 148 required activities.

Net promoter score

84.9%

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.

Patient Experience Surveys

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

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 10 private hospitals.

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

Like safety data, our patient experience data is showing positive trends.

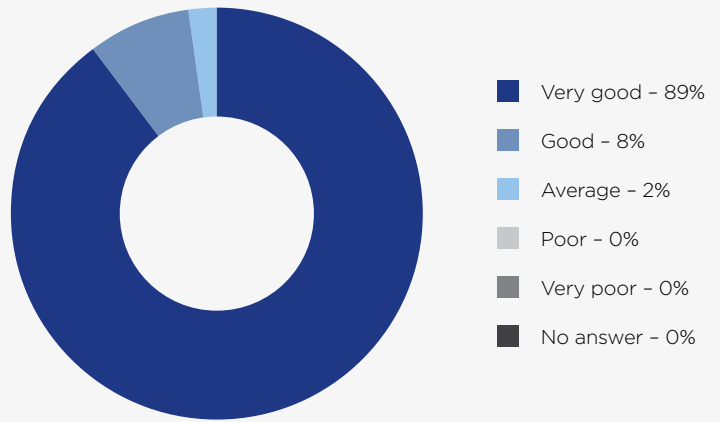
Calvary's net promoter score (NPS) has been exceptional for the 2019-20 period. Almost 24,000 surveys were returned from eligible sites. These revealed:

- An average NPS at 84.9% during 19/20
- In May 2020 the highest NPS score was achieved at 89.5%
- 98% of respondents said they were treated with respect and dignity (always 92% and mostly 6%)
- 97% said their treatment was very good (89%) or good (8%).

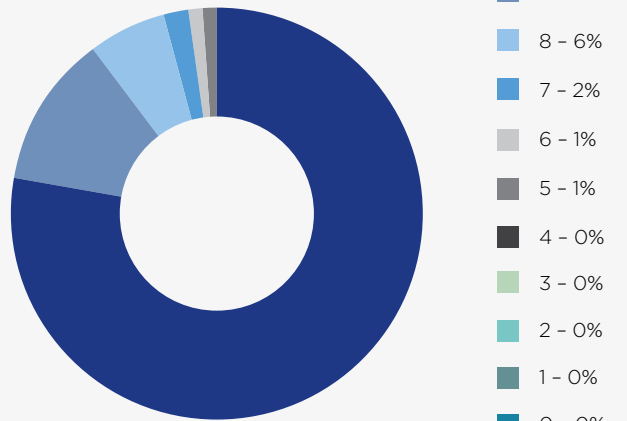
¹Private Hospitals, Kogarah and Bethlehem Hospitals

Survey Highlights

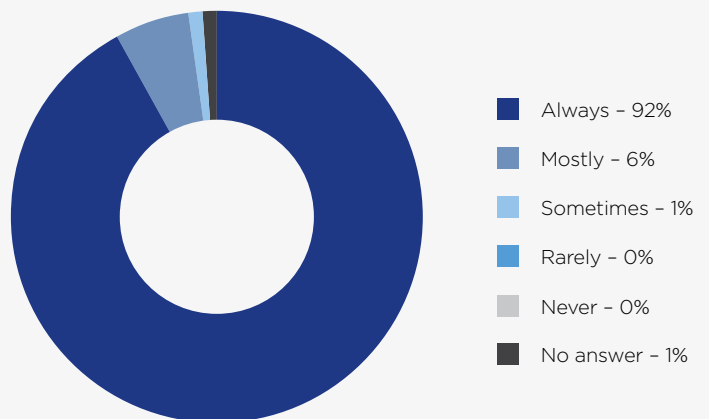
Overall, the quality of treatment and care I received was



How likely is it that you would refer someone to Calvary



I was treated with respect and dignity





Palliative care patient Dave at Calvary Health Care Kogarah.

Palliative and End of Life Care

Palliative and End of Life Care Strategy

At the heart of Calvary's mission is caring for people approaching and reaching the end of their life, and the families, carers and communities supporting them. The term 'Palliative and End of Life Care' (PEoLC) encompasses all aspects of this care provided by specialist and non-specialist staff, partners and volunteers across Calvary's network of hospitals, aged and community services.

Since 2011, Calvary has had a national PEoLC Strategy to guide the development and consistent delivery of PEoLC across the organisation. A review of this strategy is underway, led by a steering group of clinicians and managers with a wide range of expertise from across the organisation, as well as consumer representatives. Once finalised, the new PEoLC Strategic Framework and Implementation Plan will guide service development and improvement initiatives at national, regional and local levels, to enhance the delivery of consistent, integrated, evidence-based, person centred palliative and end of life care.

Palliative and End of Life Care Research Institute

Formed in 2017, the Institute brings together palliative and end of life care researchers from across the four specialist palliative care services in Calvary's public network - Calvary Health Care Bethlehem, Calvary Mater Newcastle, Calvary Public Hospital Bruce and Calvary Health Care Kogarah. Institute led sites are involved in a wide range of PEoLC research projects, including clinical trials into some of the more common symptoms that people experience near the end of their life, medication management and psychosocial studies. Audits and quality improvement studies also have an important role, often leading to improvements and further research to support the delivery of high quality care. Calvary researchers are also collaborating with internal and external partners, both locally and internationally to improve outcomes and quality of life for people in the last phase of their life.

The Institute's annual Research Day was held in December 2019, hosted by Calvary Public Hospital Bruce. The day

featured guest speaker Professor David Kissane, presentations from lead sites and a workshop on Palliative Care Needs Rounds. The publication of the Institute's second annual report also highlighted the significant amount of activity undertaken by Calvary researchers in PEoLC this year.

National Palliative Care Week

Each year, National Palliative Care Week is an opportunity to acknowledge different ways in which staff and volunteers across Calvary contribute to supporting people approaching the end of their life.

This year during National Palliative Care Week (24-30 May 2020), a number of stories were shared about how people from Calvary's hospital, aged and community care services provided PEoLC with compassion and creativity during the COVID-19 pandemic. These stories included wonderful examples of how care can be tailored to meet the particular needs of the person and their family, as well as how collaboration and research contribute to supporting the delivery of high quality, evidence-based care.



(L-R): Kylie Falciani, Calvary Riverina Drug and Alcohol Centre's Women's Wellness and Recovery Program Coordinator and Robin Haberecht, Calvary Riverina Hospital General Manager receiving the PHN Award.

Awards and Recognition

Calvary Riverina Drug and Alcohol Centre's Women's Wellness and Recovery Program Wins PHN Award

Calvary Riverina Drug and Alcohol Centre's Women's Wellness and Recovery Program team, led by Kylie Falciani and Brendan McCorry, were awarded the annual Murrumbidgee Primary Health Network's (MPHN) Service Excellence Award for promoting Healthy Communities at the MPHN annual general meeting.

The \$1.8m program, launched in April 2018, is delivered under the Australian Government's National Ice Action Strategy. The program provides support for pregnant women and/or women with children under 5 years, who are experiencing alcohol and other drug disorders. The support is delivered within and from the community, to give mothers and their children the best chance to stay together and maximise their health outcomes.

The program now has services located in Griffith, Wagga Wagga, Narrandera, Deniliquin and Young; providing outreach support to rural and remote communities.

Calvary Riverina work in close partnership with Murrumbidgee Family and Community Services, the Murrumbidgee Local Health District (MLHD), general practitioners and a range of other service partners to deliver the program.

GRACE Program Awarded National ACHS Quality Improvement Award

Calvary Public Hospital Bruce in partnership with Capital Health Network, were awarded an Australian Council of Healthcare Standards (ACHS) Clinical Excellence and Patient Safety Award for their "Trialling a Geriatric Rapid Acute Care Service in the ACT".

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

The service involves specialist clinicians visiting RACFs to assess residents 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 participated in the GRACE pilot between October 2017 and January 2019. The pilot resulted in a 24 percent reduction in emergency department presentations and a 25 percent reduction in admissions from RACFs, and where hospital admission is unavoidable, a decrease in average length of hospital stay.

The ACT Government has provided Calvary with an additional \$9m in funding and the service will be expanded to all RACFs in the ACT over the next three years. A pilot is being conducted in Adelaide, South Australia based on the ACT model.



2020 – Year of the Nurse and Midwife

The World Health Organization (WHO) declared 2020, the International Year of the Nurse and Midwife. This year marks the 200th anniversary of the birth of Florence Nightingale – the world’s most famous nurse.

According to the WHO, nurses and midwives account for nearly 50 percent of the global health workforce. International Nurses Day was themed ‘Nursing – A Voice to Lead: Nursing the World to Health’. The declaration comes at a very apt time when the world has been shaken by COVID-19.

Calvary acknowledges the significant contribution of all our more than 5000 nurses and midwives, you truly are heroes.

Some of our nurses have been acknowledged with awards to recognise the significant achievements they make to nursing and care on a daily basis.



2020
INTERNATIONAL YEAR
OF THE NURSE AND
THE MIDWIFE

Kerry Bates, Registered Nurse, Calvary Mater Newcastle.



(L-R): Rachel Bilton-Simek, Kathy Coonan and Nikki Johnston OAM.

ACT 2020 Nursing and Excellence Midwifery Awards

Kathy Coonan awarded 2020 ACT Midwife of the Year

Kathy Coonan, Neonatal Midwife at Calvary Public Hospital Bruce was awarded Midwife of the Year in the ACT 2020 Nursing and Midwifery Excellence Awards. Kathy received the award for her dedication to her career of providing babies, mothers and families the best care during a challenging time in their life.

Rachel Bilton-Simek wins an Excellence in Educational Practice Award

Rachel Bilton-Simek, a Palliative Care Educator at Clare Holland House, Calvary Public Hospital Bruce was awarded the Excellence in Educational Practice Award at the ACT 2020 Nursing and Midwifery Excellence Awards for her caring and professional nature, and encouraging others to reflect on their practice and assist them to develop plans to engage in further education.

Nikki Johnston recognised for her contributions

Nikki Johnston OAM, a Nurse Practitioner at Clare Holland House, Calvary Public

Hospital Bruce was awarded the Excellence in Quality Improvement/Research Award at the ACT 2020 Nursing and Midwifery Awards for her ongoing commitment to improving care for people living in residential aged care facilities and leading the effective integration of evidence-based knowledge into practice through Palliative Care Needs Rounds.

Nikki was also awarded the 2019 Australian Medicines Handbook Nurse Practitioner Mentor of the Year as part of the Australian College of Nurse Practitioners Awards.

Matthew Luther OAM receives Australia Day Honours

Matthew Luther, Emergency Department Co-Director and Nurse Practitioner at Calvary Public Hospital Bruce, ACT received a 2020 Australia Day Honours for his service to nursing. Matt has been a Credentialed Emergency Nurse Practitioner since 2004, a Midwife since 2002, and a Registered Nurse since 1999.

In addition to his work at Calvary, Matt is a decorated RAAF specialist reserve nursing officer with the Royal Australian Reserve; a member of AUSMAT, and is actively involved in numerous professional bodies and volunteering activities including the ACT Rural Fire Service and St John Ambulance.

His other Awards and recognition include:

- Excellence in Management Practice, ACT Health, 2016
- ACT Nursing Team of the Year, ACT Health, 2016
- Australia Day Medallion, for service to Calvary Health Care, 2008.



Matt providing humanitarian aid in the Philippines.

Partnering and planning for the future

Strategic 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.





NCEO Martin Bowles AO PSM, Sister Monica Whelan LCM and former Board Chair Hon. John Watkins with senior Calvary staff at the Topping Out ceremony for Calvary Ryde's new Residential Care building.

Highlights



(L-R): Desiree Ebert, Executive Assistant, Tracie Dawber, Director of Finance and Su White, Acting General Manager at Calvary North Adelaide.

Calvary North Adelaide 120th Birthday

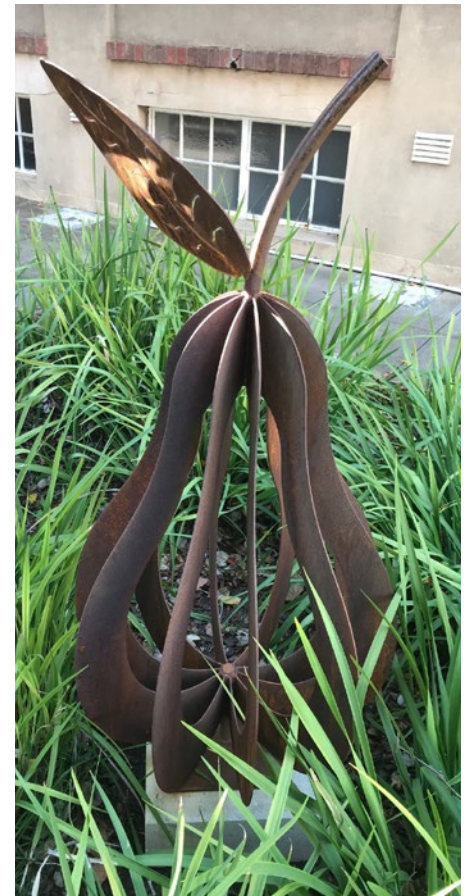
After arriving from Sydney in March, the Sisters of the Little Company of Mary were granted a licence on 14 June 1900 to 'conduct a hospital', at the North Adelaide Private Hospital site.

On a sunny afternoon in June 2020, the 120th year of this beginning of Calvary in South Australia was celebrated.

What began with these five Sisters, now stretches across three hospitals, two retirement communities, and Community Care in the home.

This milestone is testament to the tenacity, faith, and the desire to demonstrate Calvary's spirit of 'Being for Others'.

Celebrations included a delicious gourmet-Q and cake for staff, and invited guests, as well as the unveiling of a commemorative sculpture near the chapel. The sculpture references the pear tree which stood in the garden of Venerable Mary Potter's first convent in Nottingham, England.



Pear sculpture commissioned for Calvary North Adelaide's 120 year celebration.

Calvary Central Districts Hospital 40th Birthday

40 years ago on 4 May 1980, Central Districts Private Hospital was officially opened by the then Health Minister, Jennifer Adamson, followed by an 'Open House' where members of the public were welcomed to tour the state-of-the-art facilities. The newspaper at the time reported that the hospital and its staff were "to provide the highest standard of care possible for its patients, with compassion, warmth and maximum consideration for the individual needs of patients."

When Calvary purchased the site in 2006, it continued this ethos with its mission of Hospitality, Healing, Stewardship and Respect. Our outstanding net promoter scores demonstrates our continued commitment to these today.

Staff were encouraged to use this milestone birthday as an opportunity to reflect on the contribution that they, as individuals, have made to the health and wellbeing of patients. This work, multiplied by all staff members over the last 40 years, has enabled the hospital to provide high quality care for tens of thousands of people in the northern community of Adelaide. This contribution of care - for patients as they were born, in their final moments of life, and everything in between - is something truly special, and worthy of great celebration.



(L-R): Dr Charlie Wong, Physician, Lachlan Ophof, General Manager, Calvary Central Districts.

Calvary John James Hospital Golden Jubilee

Calvary John James Hospital celebrated its 50th Anniversary on 18 March 2020 and while planned celebrations were postponed due to the COVID-19 pandemic, anniversary cakes were shared amongst staff to mark this important milestone.

John James Memorial Hospital opened in 1970, after a group of visionary doctors made the decision to fund and establish a private hospital in Deakin. The hospital, named after the late

Dr John James, a highly respected Canberra medical practitioner and surgeon, was officially opened by Sir Clarence Rieger, Federal President of the Australian Medical Association.

Calvary purchased the hospital business in 2006 from the John James Memorial Foundation and it became known as Calvary John James Hospital. In 2018, the Foundation sold the hospital to Barwon Investments, the current owner.



(L-R): Tim Free, John James General Manager and Jo Mitchell, Director of Clinical Services.



Hand painted memory poles at Calvary Health Care Kogarah.



Artwork by Brendan Broadbent at Calvary Health Care Kogarah.

Calvary Kogarah Aboriginal Community Garden

Calvary Health Care Kogarah embarked on an Aboriginal Community Garden project. This was designed as a safe place for everyone, a place of welcome, a place to gather and yarn, and is an acknowledgement of Aboriginal peoples' rich history and cultural connection to the land on which Calvary Kogarah is built. The garden supports the strategic directions of the NSW Aboriginal Health plan 2013-2023. This plan aims to reduce cultural barriers and enhance the capacity to deliver quality healthcare to Aboriginal and Torres Strait Islander people.

Calvary Kogarah was fortunate to receive funding through a grant which was supported by Margaret Broadbent, Deputy Manager, Aboriginal Health for South Eastern Sydney Local Health District, for which Calvary Kogarah is affiliated. The architect for the project, Alex Crow, donated his time to design the garden. Plan choices were inspired by "Dark Emu" – a novel by Bruce Pasco about Aboriginal Australia and the birth of agriculture. The plants for the garden reflect this.

The memory poles for the garden were sourced from a redundant telegraph pole that was previously used on the Calvary site. The pole was cut to size by the St George Men's Shed and painted by the Bulbuwil Art Group.

The impact the garden has had on patients, their carers and families and staff, has been very positive. It's now a very welcoming environment for all to spend time in.



The invited guests watching the Welcome to Country and Smoking Ceremony on the Calvary Adelaide Hospital driveway.



Sculpture created by chapel artist, Meliesa Judge. Photos courtesy of the artist.

Calvary Adelaide Hospital

The new \$345m Calvary Adelaide Hospital officially opened to patients on 7 January 2020. Staff and patients from Calvary Wakefield and Rehabilitation hospitals were relocated to the new hospital with military-like precision, bringing together years of planning and scenario testing. The new hospital employs over 700 staff.

The state-of-the-art 344 bed hospital is located in the heart of Adelaide's central business district. It is the largest private hospital in South Australia and the only private 24 hour emergency department in the state.

Featuring 16 high tech operating theatres over two floors, including five dedicated day surgery theatres, a hybrid theatre and two angiography laboratories. The fully integrated theatres enable clinical staff to retrieve patient information on large screens, with surgeons and attendant staff able to see an operation in real time.

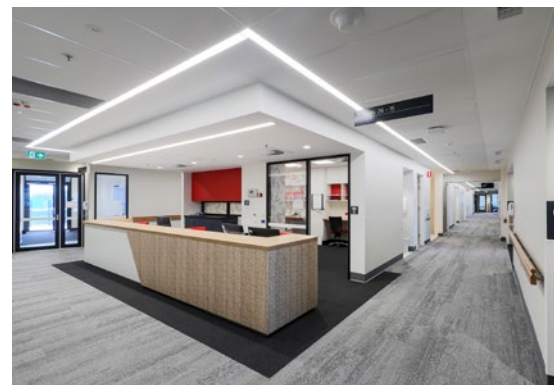
The interior design improves the patient experience and provides a safe working environment for nurses and doctors. Innovative features include offset character lighting which prevents patients on barouches having uncomfortable, direct



Calvary Adelaide Hospital official opening, Welcome to Country and Smoking Ceremony.



Visitor lift lobby, Level 10 showcasing Ben Goode's Uraidla Vineyard.



Nurses station, Level 6, Coronary Care Unit.



ICU Bay, Level 6.

light shining in their eyes, intuitive way finding uses colour and universal signage to make navigating the hospital as straightforward as possible. Inpatient room design has been carefully planned to ensure patients are in direct line of sight to nursing staff from the corridors.

Each floor has its own unique colour and pattern style which is reflected on windows, wet area splash-backs, patient bedheads and ward reception desks. South Australian landscapes including murals are featured throughout the hospital by award-winning landscape photographer Ben Goode.

The official opening ceremony and blessing was held on 10 March. Formal addresses were made by Calvary's National CEO, Martin Bowles AO PSM, the Chair of the LCMHC Board, Jim Birch AM, and the Chair of Calvary Ministries, the Honourable Michael Lee. A scripture reading, prayers, and a homily and blessing by Bishop Greg O'Kelly completed the ceremony. Bishop O'Kelly then unveiled a commemorative plaque.

The Mass of Thanksgiving, held the following day, was an experience of prayerful communion and connection with our heritage and charism. Bishop O'Kelly delivered an inspiring homily, acknowledging the Sisters' contribution, and the ongoing and significant vocation

of those who work within Catholic health care ministries. Chapel artist, Meliesa Judge, reflected on the thoughtfulness that had gone into all design elements of the new chapel, and linked this craftsmanship to Jesus' early work and training as a carpenter. The Sisters expressed delight with all elements, and saw their own charism faithfully represented in the contemporary and inclusive symbolism. Several local college choirs contributed music for both events.

"In the hospital you are to live your baptismal vocation as the Body of Christ in the world. He has no voice but yours, no touch but yours. May all at Calvary continue to live that vocation, carrying on the tradition of the Sisters, and strengthening the people of God no matter their faith or background, for generations to come. 'Whatever you do to the least of His servants, you do to Him.'...May the colour and beauty of faith and love enlighten and uplift all the sick who come herein."

Bishop Greg O'Kelly



Capital Developments



Artist's impression of the new Calvary Ryde Retirement Community redevelopment.

Calvary Ryde Retirement Community, NSW

Total Project Value: \$61.2 Million | Target Completion Date: Early 2021

The Calvary Ryde Retirement Community redevelopment offers a new residential aged care facility (RACF) with 116 aged care beds and 21 independent living units. The new beds are available from September 2020 (Stage One) and completion of the independent living units is anticipated in early 2021 (Stage Two).

The new building is set amidst eight hectares of beautifully landscaped grounds, which include the magnificent heritage listed 'Dalton House' and an existing 126 established independent living units. More than 80 residential aged care residents moved into their new home in early

September 2020 with the best of both worlds - a brand new facility with single rooms, all with ensuites; and the same caring staff.

The four level facility replaces the existing residential aged care buildings (Mary Potter and Marian) and includes another 21 new Independent Living Units with independent access.

The new building is purpose built to allow 'ageing in place' and enhance residents' socialisation, independence, health and overall well being, including best practice provisions for varying levels of dementia.



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

Calvary Bethlehem Health and Retirement Precinct, VIC

Total Project Value: \$154 Million | Target Completion Date: Late 2022

Work is underway on the integrated health and retirement precinct on the site of the former Calvary Bethlehem Hospital in Melbourne.

The landmark development will bring retirement living, residential care, primary and community health care, and Calvary's existing specialist hospital services together in one location. It will place Calvary at the forefront of modern, integrated healthcare and marks Calvary's first venture into the residential aged care and retirement living sectors in Victoria.

The project involves new models of care that will help residents at different stages in their lives age in place, and advances Calvary Bethlehem's long-held mission to provide the best possible care to vulnerable people in our community.

A formal site blessing and sod turning ceremony was held on the Caulfield South site in February 2020.



Artist's impression of the proposed Calvary Launceston Hospital.

Proposed Calvary Launceston Hospital, TAS

Total Project Value: \$100 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 public hospital - Launceston General Hospital is progressing. We are engaging with the Tasmanian government and working on a revised project timeline regarding our stage two proposal.

COVID-19 has significantly impacted the ability for interaction between the Department of Health and Calvary in relation to the bid, including travelling to meetings. Given the government has been focused on the COVID-19 response, understandably engagement in respect to our unsolicited proposal has been somewhat constrained in this extraordinary time.

We are confident that a co-located Calvary private hospital will add to Tasmania's overall health capacity and the needs of the community.



Artist's impression of the Calvary St Catherine's Retirement Community.

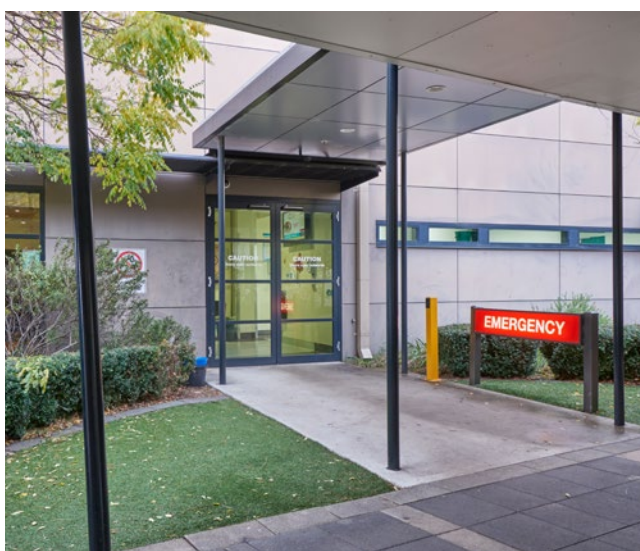
Calvary St Catherine's Retirement Community, SA

Total Project Value: \$18.78 Million

Target Completion Date: Late 2021

Work has commenced on the new residential aged care facility at Calvary St Catherine's Retirement Community in Berri, South Australia. The new facility will accommodate 50 residents, specialising in dementia care and on-site specialist services at McGilton Road, Berri, and will replace the current facility at Coneybeer Street.

Design features include single rooms with ensuites, access to a café, and indoor and outdoor activity areas for residents and their families. The new facility will offer 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 developing a layout that includes future expansion opportunities.



Calvary Bruce Public Hospital, Emergency Department, Bruce ACT.

Calvary Public Hospital Bruce Emergency Department, ACT

Total Project Value: \$6.6 Million

Completion Date: June 2020

In September 2019, work started on the project to expand and reconfigure the Calvary Public Hospital Bruce Emergency Department. This was the most significant alteration to the ED since it opened in 1980.

The three stage project involved the creation of eight additional beds in the Short Stay Unit, constructing a new entry/triage/reception area and waiting room, and refitting an existing area to establish a 14 space 'see and treat' service, as well as reconfiguring some areas within the existing acute unit. A condition attached to the project was that ED services would not be interrupted. This was achieved, with the project being completed on-time and within budget.

Numerous challenges were encountered including smoke from NSW and ACT bushfires in December and January, hail in late January, and finally the impact of COVID-19 from late March onwards.



Caring for our resources

Strategic 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, and demonstrate our accountability to utilise our resources more effectively in the service of others.



(L-R): Amir Bekit, Residential Site Manager, Joseph Massih, General Manager and Mira Ghobrial, Care Manager at Ryde Retirement Community.



(L-R): Casey Hutchinson, Clinical Nurse Educator, Haematology and Kylie Harris, Registered Nurse, Perioperative Services at Calvary Mater Newcastle.

Sustainability

Calvary Mater Newcastle leading the way with nurse led recycling initiative

More than 4,000 kilograms of recyclable plastics including IV bags, face masks and oxygen tubing have been collected since a PVC Recycling Program was introduced at Calvary Mater Newcastle in the second half of 2018.

The nurse led initiative has delivered environmental benefits by reducing the amount of recyclable material going to landfill, with an estimated saving of more than \$1,500 in waste being diverted.

The recycled high-grade PVC material is 100% reusable and is reprocessed into products including children's play matting and surgical masks, which are donated to developing countries.

Calvary Mater Newcastle's PVC recycling program is part of the PVC Recycling in Hospitals Program sponsored through the Vinyl Council of Australia. This program now operates in about 130 hospitals and healthcare facilities in Australia and New Zealand.

It was initially trialled in the hospital's surgical and oncology wards and coronary care unit, and was later extended to other wards once implementation challenges were identified and resolved.

Education was provided to ward champions and staff on the program and its benefits; what could and could not be recycled and the critical importance of correctly sorting material so that the recycle bins were not contaminated with unusable products.

The program has been a great success:

- Approximately 2,700kg of recyclable PVC material was collected in its first year of operation, averaging about 225kg per month and with no reported contamination
- After 19 months (to March 2020) 4,143.5kg has been collected, averaging 219kg per month without any reported contaminates.

Cyber Security

Cyber security and data privacy are increasingly important due to the digitisation of health information and the increasing sophistication of cyber activity. During the COVID-19 pandemic, these threats increased significantly in line with a global rise in cyber attacks, with much of the malicious activity focused on phishing in an attempt to convince people to click on suspicious emails and attachments.

Our information and cyber security policy and practices, led by the Enterprise Security Committee and overseen by the LCMHC Board, are risk-based and focus on protecting the confidentiality, integrity, and the availability of our critical assets (people, systems, and processes). Actions taken to strengthen cyber security include:

- Staff training on information and cyber security risks
- Prompt patching of internet-facing software, operating systems and devices
- Use of multi-factor authentication across remote access services
- A comprehensive risk response available for significant cyber breaches
- Critical infrastructure managed through a multinational ICT organisation with defence strength capability.

Awareness training is seen as a critical element of our strategy, with the Office of the Australian Information Commissioner (OAIC) reporting that at least 67% of breaches in Australia are caused by human error. Training has been tailored to be engaging and relevant to staff roles, and will become a regular part of our education programs allowing knowledge, sentiment and engagement to be tracked.



View from the south of Calvary Adelaide Hospital.

Review of Operations

The principal activities of Calvary 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 continues to reinvest funds into upgrading its facilities to deliver the best possible care. Upgrades and projects undertaken this financial year include:

- The opening of the new Calvary Adelaide Hospital on January 7, incorporating the transfer of Calvary Wakefield and Rehabilitation Hospitals' operations
- Calvary Public Hospital Bruce Emergency Department upgrades were completed at the end of June allowing for more capacity
- Calvary Ryde Retirement Community development (first stage of 116 beds) was completed and opened in early September, with the second stage due for completion in early 2021 adding a further 21 ILU
- Work has started on the Calvary Bethlehem redevelopment and the site will be transformed into an integrated health precinct in Caulfield to address its ageing infrastructure to ensure a sustainable model of care.
- Non-capital pre-opening costs of \$12.4m for the new Calvary Adelaide Hospital were expensed during the financial year. This is the largest private hospital in South Australia and contains state-of-the-art facilities
- Changes to the treatment of leases under AASB16 Leases impacted the net result by a further \$14.5m
- The COVID-19 pandemic impacted both revenues and costs due to reductions in surgical and other hospital activity, and increased medical costs such as PPE and screening.

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

A deficit of \$44.0m was incurred for the financial year ended 30 June 2020 (2019: deficit of \$1.7m).

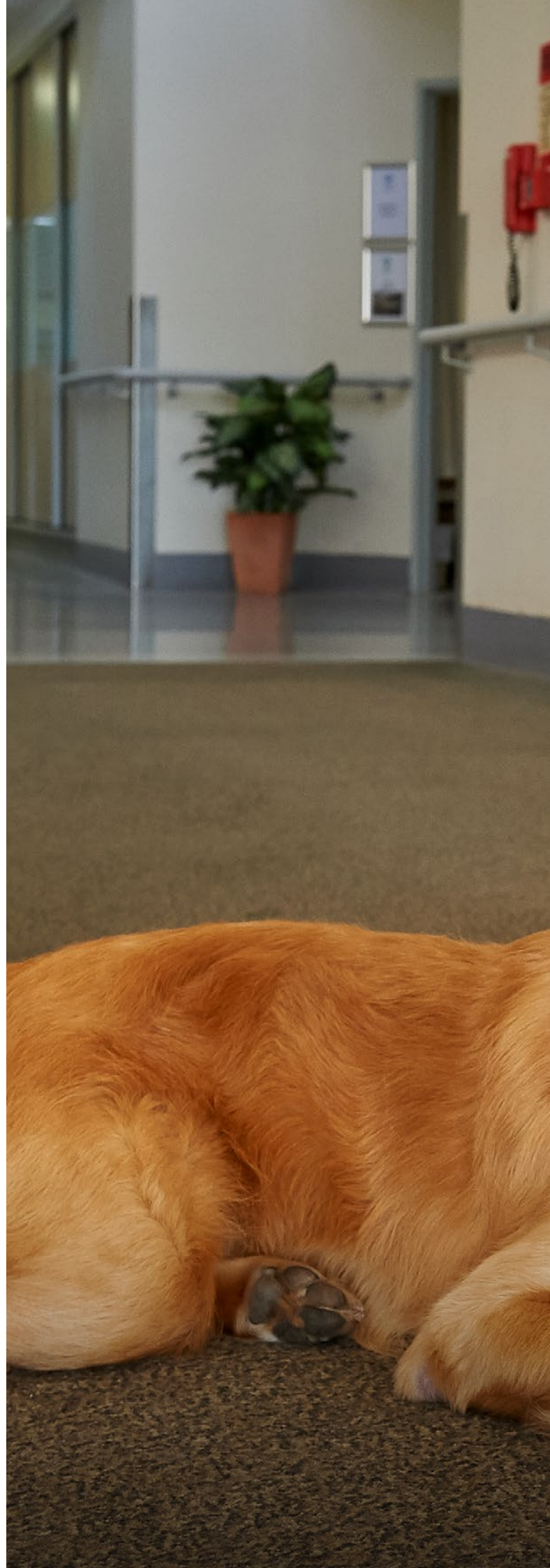
Calvary's underlying operating performance has been primarily impacted by three key factors:

Profit and Loss FY19/20

<i>In thousands of AUD</i>	2020	2019
	\$'000	\$'000
Revenue from operations	1,354,316	1,285,746
Other income	30,786	36,282
TOTAL REVENUE AND OTHER INCOME	1,385,102	1,322,028
Employee benefits expense	867,597	808,734
Goods and services	337,650	324,046
Depreciation and amortisation expense	77,600	58,599
Finance costs	14,724	4,484
Other expenses from ordinary activities	145,862	134,263
TOTAL EXPENSES	1,443,433	1,330,126
Operating (deficit)/surplus	(58,331)	(8,098)
Capital Funding received	14,324	6,326
Net operating (deficit)/surplus	(44,007)	(1,772)
Consolidated cash flow statement		
	2020	2019
	\$'000	\$'000
Net cash flow from operating activities	123,003	52,040
Net cash flow (used) in investing activities	(79,588)	(74,661)
Net cash flow (used) in financing activities	(6,103)	(14,790)
Net increase/decrease in cash	37,312	(37,411)
Free cash	333,226	384,983
Restricted cash	97,027	97,508
	430,253	482,491

Balance Sheet

<i>In thousands of AUD</i>	2020	2019
	\$'000	\$'000
Current assets		
Cash and cash equivalents	296,635	259,323
Trade and other receivables	87,010	94,040
Inventories	20,493	17,658
Term deposits	133,618	223,168
Other current assets	10,473	15,596
TOTAL CURRENT ASSETS	548,229	609,785
Non-current assets		
Trade and other receivables	1,282	1,140
Property, plant and equipment	974,532	878,549
Right-of-use assets	530,741	-
Investment property	2,591	2,640
Intangible assets	33,703	32,692
TOTAL NON-CURRENT ASSETS	1,542,849	915,021
TOTAL ASSETS	2,091,078	1,524,806
Current liabilities		
Trade and other payables	123,012	100,800
Borrowings	2,531	2,225
Lease liabilities	23,388	-
Employee benefits	157,244	141,436
Other provisions	8,587	8,351
Income received in advance	-	20,514
Contract liabilities	67,729	-
Refundable loans	285,199	286,329
TOTAL CURRENT LIABILITIES	667,690	559,655
Non-current liabilities		
Trade and other payables	241	1,037
Borrowings	69,490	72,422
Lease liabilities	513,695	-
Employee benefits	17,767	17,017
Other provisions	8,083	1,645
TOTAL NON-CURRENT LIABILITIES	609,276	92,121
TOTAL LIABILITIES	1,276,966	651,776
NET ASSETS	814,112	873,030



Our services



Pauline Elloy and her Therapy Dog Milo at St Joseph's Retirement Community.
Continuing the Mission of the Sisters of the Little Company of Mary / 45

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
 - Calvary Wakefield Surgicentre
- Calvary North Adelaide Hospital
- 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, 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

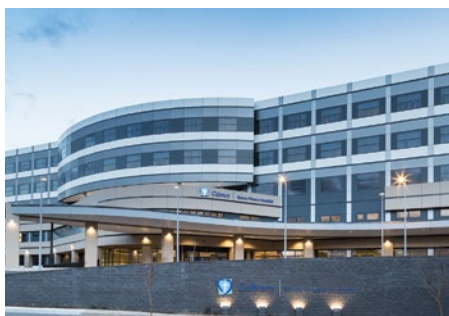
Australian Capital Territory



CALVARY PUBLIC HOSPITAL BRUCE, ACT

The 251 bed public 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 service.

Calvary Public Hospital Bruce is a teaching hospital associated with the Australian Catholic University, The University of Canberra and the Australian National University. Clare Holland House provides specialist palliative care services in the ACT and collaborates with the Australian Catholic University to run the Palliative Care Research Institute.



CALVARY BRUCE PRIVATE HOSPITAL, ACT

The 123 bed hospital opened in September 2017. The award-winning architecture and design houses a range of clinical settings and offers general medical and surgical services, orthopaedics, bariatrics, urology, gastroenterology, ophthalmology, vascular, cardiology; including interventional cardiology and gynaecology.

The Calvary Specialist Centre and the 34 bed Hyson Green Private Mental Health Unit are located next to the main building. 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

The 155 bed private hospital's facilities include seven operating theatres and a procedure room, intensive care unit, a Level 2 special care nursery and a hydrotherapy pool.

The hospital offers an extensive range of medical services including obstetrics, general medical, geriatric medicine, paediatrics and rehabilitation, with specialist surgery including orthopaedics, ENT, gynaecology, general, vascular, paediatrics, urology, gastroenterology, vascular, plastic, dental, oral and maxillofacial, and diagnostic radiology.



CALVARY HAYDON RETIREMENT COMMUNITY, ACT

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 (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



CALVARY LENAH VALLEY HOSPITAL, HOBART, TAS

Calvary Lenah Valley is the largest private hospital in Tasmania with 181 beds and is situated five minutes from the CBD with spectacular views over greater Hobart. Calvary Lenah Valley has eight new integrated theatres, and a new biplane cardiac catheter laboratory, five delivery suites and three endoscopy procedure rooms.

The hospital has a modern maternity and women's health unit including a special care nursery, and offers endoscopy, robotic surgery, critical care, intensive care and a 24/7 accident and emergency. Specialties include orthopaedics, neurosurgery, cardiothoracic surgery, general and colorectal surgery, gastroenterology, urology, cardiology, gynaecology, acute medical, obstetrics and vascular surgery.



CALVARY ST JOHN'S HOSPITAL, HOBART, TAS

The 108 bed private hospital set in the leafy green suburb of South Hobart, Calvary St John's hospital is only five minutes from the city centre. Calvary St John's has four operating theatres, palliative and oncology suites with garden access, and the largest rehabilitation unit in Tasmania.

Specialties include palliative care, general surgery, day surgery, oncology, ENT, orthopaedic, dental/maxillofacial surgery, ophthalmology, paediatric surgery, pain management services, geriatric medicine and private rehabilitation.



CALVARY ST LUKE'S HOSPITAL, LAUNCESTON, TAS

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

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



CALVARY ST VINCENT'S HOSPITAL, LAUNCESTON, TAS

Located north of the city centre in a prime location, Calvary St Vincent's Hospital in conjunction Calvary St Luke's Hospital has proudly serviced the Northern Tasmanian community for the last century, providing a broad range of 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 chemotherapy.



CALVARY COMMUNITY CARE

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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



CALVARY RIVERINA HOSPITAL, WAGGA WAGGA, NSW

Calvary Riverina Hospital is a 165 bed private hospital offering services that include palliative care, general medicine and surgery, maternity and women's health services, intensive care, cardiology, oncology and reconstructive breast surgery, sleep studies, orthopaedics, urology, ophthalmology, ENT, colorectal, respiratory medicine, paediatric and vascular surgery.

The award winning Calvary Riverina Drug and Alcohol Centre offers acute withdrawal and sub-acute rehabilitation service which comprises inpatient, home-based and outpatient withdrawal and support services.



CALVARY HEALTH CARE KOGARAH, NSW

Calvary Health Care Kogarah is a 98 bed public hospital that provides rehabilitation, palliative care and community health services. The 66 bed inpatient rehabilitation service includes a large multi-disciplinary rehabilitation team. The Day Rehabilitation Unit operates a gym and hydrotherapy pool program six days a week. General, reconditioning and Parkinson's rehabilitation programs, together with an extensive range of community based services, are available for both public and private patients. The comprehensive Palliative Care service incorporates inpatient, community, and follow-up bereavement and pastoral care services. Mary Potter House offers day and overnight accommodation for people with dementia and respite for their carers.



CALVARY MATER NEWCASTLE, NSW

Calvary Mater Newcastle is a 215 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 380,000 outpatient treatments per year.

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. The major research facility is affiliated with national and international universities and colleges.



CALVARY ST PAUL'S RETIREMENT COMMUNITY, NSW

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

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 16 independent living units.



CALVARY RYDE RETIREMENT COMMUNITY, NSW

Established in 1892 by the Sisters of the Little Company of Mary, Calvary Ryde Retirement Community is set amidst eight hectares of lush landscaped grounds, which includes the magnificent heritage listed 'Dalton House'. Accommodation includes 126 independent living units and new accommodation constructed in 2020, comprised of 126 residential aged care single rooms with ensuites, and a further 21 Independent Living Units due for completion in early 2021. Ryde Residential Aged Care supports all levels of care including high and low level respite care; and dementia specific care in a dedicated memory support unit.



CALVARY TANILBA SHORES RETIREMENT COMMUNITY, NSW

Calvary Tanilba Shores Retirement Community provides quality care for 41 residents and also offers respite accommodation and 25 independent living units. 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

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

Located in the Hunter Valley and providing accommodation to 233 residents across two sites. Bimbadeen accommodates 80 residents and respite accommodation with large single rooms and ensuites, in one of four lodges: Mt View (16 beds), Watagan (24 beds), Windemere (24 beds) and Mulbring (16 beds). Mt View and Mulbring offer secure accommodation for people with dementia. Nulkaba offers accommodation and respite for 153 residents, with a mix of single and double rooms and secure dementia accommodation for 96 people.



CALVARY MT CARMEL RETIREMENT COMMUNITY, NSW

Calvary Mt Carmel Retirement Community provides quality care for 41 residents and also offers overnight respite accommodation and 14 independent living units. All rooms are single, air conditioned and have their own private ensuite and balcony overlooking the rural backdrop of Maitland.

Services by region

New South Wales



CALVARY MUSWELLBROOK RETIREMENT COMMUNITY, NSW

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.



CALVARY COOINDA RETIREMENT COMMUNITY, NSW

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 EPHEBUS RETIREMENT COMMUNITY, NSW

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, cafés and the library.



CALVARY TOURS TERRACE RETIREMENT COMMUNITY, NSW

Calvary Tours Terrace is a community of six 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

Located close to the cafés 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

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 MARTIN DE PORRES RETIREMENT COMMUNITY, NSW

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 Calvary Mater Newcastle. It provides quality aged care for 41 residents in single rooms with ensuites in a single-level building.



CALVARY COMMUNITY CARE

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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

Northern Territory



CALVARY COMMUNITY CARE

Calvary Community Care (CCC) operates in Alice Springs, Darwin and 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



CALVARY ADELAIDE HOSPITAL, SA

Calvary Adelaide Hospital is a 344 bed acute inpatient state-of-the-art private hospital with a 24/7 emergency centre. This major tertiary hospital focusses on neurosurgery, cardiac services and orthopaedic surgery, as well as general and specialist bariatric surgery. Two floors are dedicated to same day operating theatres, including the Wakefield Surgicentre specialising in plastic surgery and paediatric dentistry. Calvary Adelaide Hospital is equipped with procedural suites, angiography laboratories, a hybrid theatre and a level 3 intensive care and coronary unit.



CALVARY CENTRAL DISTRICTS HOSPITAL, SA

Calvary Central Districts Hospital provides surgical and medical services including comprehensive cancer care services and specialist onsite consulting. The hospital's 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

Calvary North Adelaide Hospital is a 133 bed acute inpatient private hospital with seven theatres, three day procedure rooms, a Day Oncology Suite and a 15 bed onsite Mary Potter Hospice. Providing acute inpatient surgical and medical care, Calvary North Adelaide's 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, and a specialist palliative care service including inpatient and home care services. Women's health services include obstetrics and a special care nursery.



CALVARY COMMUNITY CARE

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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.



CALVARY ST CATHERINE'S RETIREMENT COMMUNITY, SA

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 bathrooms.



CALVARY FLORA MCDONALD RETIREMENT COMMUNITY, SA

Calvary Flora McDonald Retirement Community, located in Adelaide, is a modern, welcoming facility that caters for residents from diverse cultural and religious backgrounds. Two brand new wings were opened in June 2017, including a Vietnamese specific wing and two gender specific memory support units.

Calvary Flora McDonald Retirement Community offers permanent residential aged care with specialist services and respite care providing short term accommodation for up to two weeks.

Services by region

Victoria



CALVARY HEALTH CARE BETHLEHEM, VIC

Calvary Health Care Bethlehem is a sub-acute public health service providing patient care across 32 inpatient beds, centre-based clinics, day centre and home-based care including residential care settings.

Offering a specialist palliative care service, Bethlehem 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.



CALVARY COMMUNITY CARE

Calvary Community Care (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.



Governance



Jim Birch AM at the Calvary Adelaide Hospital Opening Service.
Continuing the Mission of the Sisters of the Little Company of Mary / 57

About Calvary

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. 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 having served as a Non-Executive Director at Sydney Airport and DUET, two ASX-listed companies.

He 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.

MR DAVID PENNY

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

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. He completed the Intensive Executive Management Program for Non-Profit Leaders at Stanford University, CA, USA in 2004. David has a Masters degree in Management and has also 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.

MS CATHERINE (KATE) BIRRELL 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. 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.

MS KERRY BRETTELL

Kerry is an organisational consultant, facilitator and was a founding Director of Integro Partners Pty Ltd, which provides 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.

Kerry is a facilitator with the Ministry Leadership Program.

MR BILL APPLEBY

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

He has held the position CEO of Jewish Care Victoria since February 2010. 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 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 strives to create value through change.

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, also serving 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 restructuring 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.

MEMBERS COUNCIL

Sr Anne Sheridan LCM (Chair)

Ms Susan Uhlmann

Sr Judith Barwick LCM
Retired 10 March 2020

Mr Seamus O'Grady
Appointed 6 April 2020

Ms Sharon O'Sullivan
Appointed 6 April 2020

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. 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.

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, Mr David Catchpole, Mrs Lucille Halloran, Associate Professor Richard Matthews AM, Ms Lucille Scomazzon, Ms Agnes Sheehan and Ms Jennifer Stratton. The Hon John Watkins AM served as Board Chair until the 2019 November Annual General Meeting, at which time he was succeeded as Chair by Mr Jim Birch AM. The Board met nine times during the year. One of these meetings was held at Calvary Mater Newcastle, and allowed directors to meet staff and patients of the hospital, as well as residents of nearby Calvary St Joseph's Retirement Community (October 2019). The Board also attended the official opening of the new Calvary Adelaide Hospital in March 2020.

THE HON JOHN WATKINS AM

Chair, LLB, MA, DIPED, HON
DLITT MACQ

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

Retired 28 November 2019

John is the Chair of Catholic Health Australia; Board member of Catholic Professional Standards Ltd; 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 New South Wales.

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.

JAMES (JIM) BIRCH, AM

BA (Health Administration),
FCHSM, MNATSIHEC

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

Appointed Chair 28 November 2019

Jim has over 30 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. 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 (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 CarSales and Dreams2live4 and a Director of Afterpay Ltd.

DR ANNETTE CARRUTHERS

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 part-time member of the Superannuation Complaints Tribunal and 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. 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

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

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 Mindgardens Research Institute (formerly Neuroscience Research Australia Limited). 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.

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 has had an impressive 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.

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 and the Leadership Program Development Committee for Catholic Health 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.

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.



MARK GREEN

National Director of Mission

Mark developed and introduced a national framework for the governance of Calvary's mission (Mission Accountability Framework) including mechanisms for regularly reporting to and engaging Board and Trustees in the governance and stewardship of Calvary's mission.

He has developed a discernment framework to guide major decision making, and introduced formation programs and tools to support Calvary's Directors and Executives.



VANESSA JANISSEN

National Director, Strategy & Service Development

Vanessa commenced with Calvary in September 2019 as NSW Regional Chief Executive Officer. In February 2020, Vanessa was appointed to National Director Strategy and Service Development. In this role, Vanessa leads and facilitates the development of the strategy across Calvary, focusing on insight and data driven information to inform plans that support Calvary's Strategic Intent.

Through these plans the Strategy and Service Development Group assist the organisation to change and grow including through the realisation of capital development priorities.



DAMIEN JOHNSTON

National Director, People & Corporate Services

Damien 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.

Damien commenced with Calvary in February 2019 and has since led engagement strategies and corporate services improvement programs aligned with Calvary's Strategic Intent and to help steer Calvary into an expanding and dynamic healthcare environment.



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. Philip has led the large transactions that have marked Calvary's new developments, including the new Calvary Adelaide Hospital, the successful planning appeal and financing of the new Calvary Bethlehem and the acquisition of Mary MacKillop Care SA, giving an aged care profile for Calvary in SA.

More recently with the legal team, he has undertaken the negotiations of the financial viability payments with the jurisdictions, as part of the response to COVID-19.



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 the negotiation of the state governments' financial viability payments enabling our private hospitals to continue operating throughout the challenging time of COVID-19.



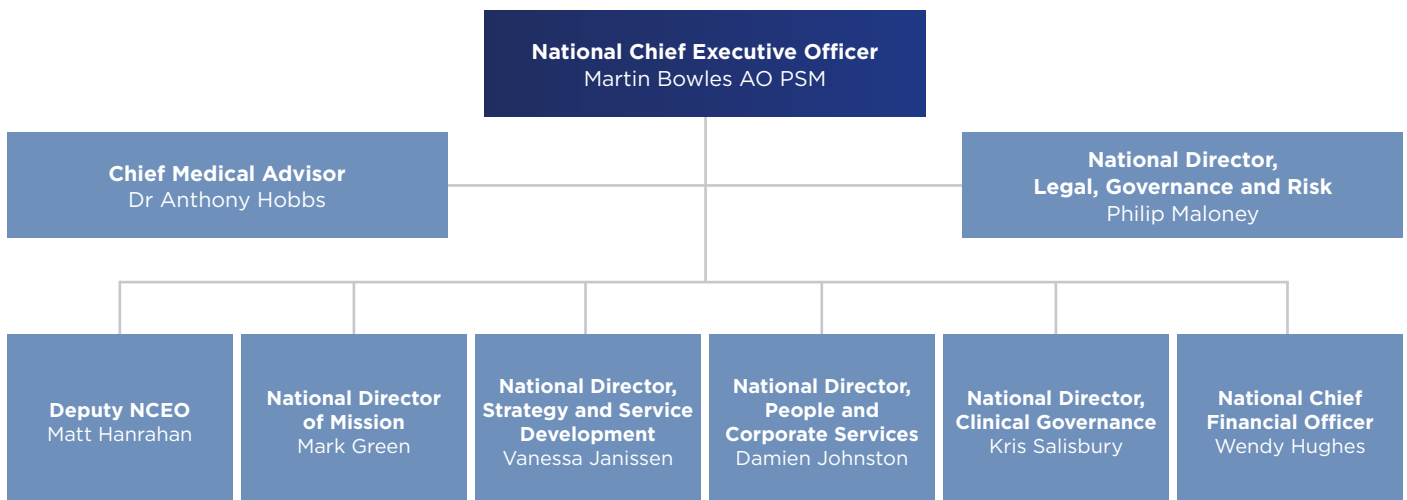
DR ANTHONY HOBBS
Chief Medical Advisor

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.

To view the full biographies visit www.calvarycare.org.au/national-leadershipteam

Organisation Chart as at September 2020



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

AUSTRALIAN CAPITAL TERRITORY**www.calvaryact.org.au****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

Calvary Haydon Retirement Community

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

SOUTH AUSTRALIA**www.calvarysa.org.au****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

120 Angas Street
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 Surgicentre

Level 3, 120 Angas Street
Adelaide SA 5000
Ph: 08 8405 3600
www.calvarywakefieldsurgicentre.org.au

Calvary Central Districts Hospital

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

**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

TASMANIA**www.calvarytas.org.au****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**www.calvarynsw.org.au****HUNTER NEW ENGLAND****Calvary Mater Newcastle
Public Hospital**

Edith Street
Waratah NSW 2298
Ph: 02 4921 1211
www.calvarymater.org.au

**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 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.calvarystjosephs.org.au

Calvary Cooina Retirement Community

42 Bathurst Street
Singleton NSW 2330
Ph: 02 6572 1537
www.calvarycooina.org.au

Calvary Mt Carmel Retirement Community

9 Dwyer Street
Maitland NSW 2320
Ph: 02 4932 0350
www.calvarymtcarmel.org.au

Calvary Muswellbrook Retirement Community

15 Cassidy Avenue
Muswellbrook NSW 2333
Ph: 02 6542 4800
www.calvarymuswellbrook.org.au

Calvary Nazareth Retirement Community

1 Vincent Street
Belmont North NSW 2280
Ph: 02 4947 0047
www.calvarynazareth.org.au

Calvary St Francis Retirement Community

12 Gleeson Crescent
Eleebana NSW 2282
Ph: 02 4942 7477
www.calvarystfrancis.org.au

**Calvary St Martin de Porres Retirement
Community**

26 Lorna Street
Waratah NSW 2298
Ph: 02 4968 2244
www.calvarystmartindeporres.org.au

Calvary St Paul's Retirement Community

54 River Street
Cundletown NSW 2430
Ph: 02 6553 9219
www.calvarystpauls.org.au

Calvary Tanilba Shores Retirement Community

71-74 Tanilba Avenue
Tanilba Bay NSW 2319
Ph: 02 4984 5922
www.calvarytanilbashores.org.au

Calvary Ephesus Retirement Community

88 Dickson Street
Lambton NSW 2299
Ph: 1800 222 000
www.calvaryephesus.org.au

Calvary St Luke's Retirement Community

204-206 Darby Street
Cooks Hill NSW 2300
Ph: 1800 222 000
www.calvarystlukesretirement.org.au

Calvary Tours Terrace Retirement Community

242 Lawson Street
Hamilton South NSW 2303
Ph: 1800 222 000
www.calvarytoursterrace.org.au

SYDNEY**Calvary Health Care Kogarah
Public Hospital**

91-111 Rocky Point Road
Kogarah NSW 2217
Ph: 02 9553 3111
www.calvarykogarah.org.au

Calvary Ryde Retirement Community

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

RIVERINA**Calvary Riverina Hospital**

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

VICTORIA**www.calvaryvic.org.au****Calvary Health Care Bethlehem
Public Hospital**

152 Como Parade West
Parkdale VIC 3195
Ph: 03 9596 2853
www.calvarybethlehem.org.au

Calvary Community Care Head Office

551 Blackburn Road
Mt Waverley VIC 3149
Ph: 1300 302 588
www.calvarycommunitycare.org.au

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