

Annual Review 2021/2022



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

**Caring for
Australians
since 1885.**

The Calvary Story

Calvary has provided health care to the most vulnerable Australians, including those reaching the end of their life, since the arrival in Australia of the Sisters of the Little Company of Mary in 1885. We are a charitable Catholic not-for-profit organisation operating across six states and territories in Australia with 14 public and private hospitals, 72 retirement and aged care facilities, a national network of community care service centres and virtual care services.

As at 30 June 2022



Hospitals

Calvary hospitals provide acute and sub-acute care across ACT, NSW, Victoria, South Australia and Tasmania.



9,118
Employees



133,994
Surgical
procedures



216,706
Admissions



5.11 Days
Average length
of stay



26,372
Emergency
presentations



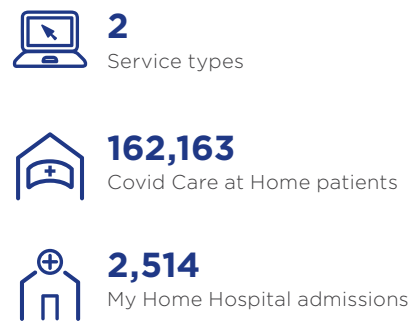
Home care

Calvary supports people in their own homes through a range of aged care, disability and support services to enable independence, improve social connections and promote positive health and wellbeing.



Virtual care

Calvary has developed a virtual care centre concept allowing some acute conditions to be managed at home with a medical-led digital platform with remote monitoring.



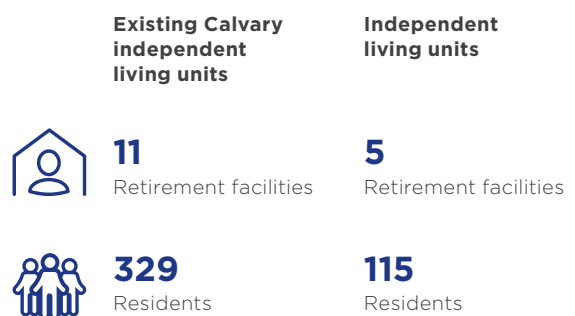
Residential aged care

Calvary offers a range of aged care homes across ACT, NSW, Victoria, South Australia, Tasmania and Queensland to provide person-centred care in a supportive environment.



Retirement living

Calvary has increased its retirement living footprint, which respects the freedom to live independently, while often being co-located with an aged care home to make transition to full-time care easier, if required.





Acknowledgement of Country

Aboriginal communities have been known to have access to fresh water, this could be in the form of rivers, billabongs, waterholes and/or underground water systems. The river that flows through the painting depicts the importance of what it offers to the community. Whether this be a source of food, drink or just used for recreational purposes.

The painting caring for our communities entails how we need to care for our families and support our communities through kindness, concern and open communication through our patients' journeys. Artist: Thomas Croft

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1.

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Message from the Chair

Calvary Ministries Trustees

The Sisters of the Little Company of Mary purchased Berklea Private Hospital at Caulfield in 1941. The official handover took place on 23 October 1941 at 4pm. Twenty-three patients came in to the care of the Sisters. The hospital was in poor condition. Sister Carmelita describes the challenges of the Sisters' new accommodation.

“Mother Ida and Mother Perpetua shared a shack in the backyard... when they eventually came to live at Caulfield. Five of us slept in what had been Matron’s bedroom at night – while the Sister on night-duty slept there in the day. ...The room which had been Matron’s sitting room became our first Chapel – later when we got possession of the house Miss Farnsworth bought us we moved into it as a convent and used Matron’s bedroom as a Chapel until [one was] built on to the cottage.”

On 27 May 1942, Berklea Hospital became Bethlehem Hospital. And so the story of the service, that this year marks 80 years, began.

This year has also been remarkable for another reason. On 5 November 2021, Calvary welcomed more than 4,000 new residents and more than 5,800 staff with the acquisition of Japara Healthcare.

I write this more than two years into the COVID-19 pandemic. The challenges the Sisters endured, as they began the Bethlehem service all those years ago, in the midst of World War Two, resonate.

Our present day leaders and staff, like their patients, residents and clients, have negotiated staff shortages, lock-downs, fatigue, challenges to mental health, and their own bouts of illness and those of their families. Their generosity and tireless service has been remarkable. Our staff have helped people in their care navigate both the pandemic and their own particular forms of suffering while managing constant change and the impact of the virus on their own lives. Volunteers, also, have played an important role.

The Trustees receive many reports of inspiring care.

The citation for the winner of the National Mary Potter Team award reads:

“Despite significant destruction occurring around the home, residents of Calvary Gympie Views in the flood-affected Gympie Township experienced little or no interruption to their daily routine; the courageous spirits of the staff created reassurance and comfort for others in a challenging time; and the actions of the team inspired others and strengthened our connection with the local community.”

We appreciate the efforts of all our Calvary staff who have found ways to offer reassurance and comfort for others in challenging times. In these and many other ways, Calvary staff fashion heritage for another time – when people may look to us as a guiding light.

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 by being for others.

I thank the Little Company of Mary Health Care Board of Directors, ably led by Jim Birch AM, the National Executive Leadership Team led by Martin Bowles AO, PSM, the Regional CEOs and all the Calvary Executive teams, 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

**“Spread God’s Mercy,
make it shine more and
more . . .”**

Venerable Mary Potter

This year marks the 80th anniversary of Calvary Health Care Bethlehem and the 136th year since the first Sisters of the Little Company of Mary commenced the Mission in Australia.

Message from the Chair

Little Company of Mary Health Care (LCMHC)

On 5 November 2021, Calvary acquired Japara Healthcare, taking responsibility for 50 residential aged care homes and five retirement villages in Victoria, South Australia, Queensland and NSW. On the same day, Calvary began to care for more than 4,000 new residents and 5,800 staff joined the organisation.

The acquisition provides a significant opportunity for Calvary to positively influence the future of health and aged care and extend our Mission, serving a larger community to the benefit of all Calvary's patients, residents, clients, volunteers and employees across Australia.

Amidst a continuing COVID-19 environment of uncertainty and impact on their own families, Calvary's people have gone above and beyond to deliver high quality, compassionate health, aged and home care to the communities we serve.

The COVID Care at Home Program, established by the Calvary Medibank Joint Venture (JV), and operated in four states; including WA, provided great outcomes and increased public health capacity across jurisdictions at a very challenging time for the community.

The Board is grateful for all our staff have given and endured as this pandemic extends into a third year. The support and commitment of our people allows Calvary to adapt, evolve and grow the delivery of our care for the most vulnerable in our communities.

Calvary entered into a Project Development Agreement and Land Sale Contract with the Crown for the development of a new hospital and link bridge in Launceston on 29 April 2022. This demonstrable commitment to the people of Tasmania enables Calvary to deepen its Mission in that state.

Additionally, we have continued to address the findings and recommendations of the Royal Commission into Aged Care Quality and Safety and prepared for new funding regimens. From a Mission perspective, this is a critical area of unmet need as well as an opportunity to deliver care of the highest quality and safety.

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

- Increase our focus on cyber-security to protect the valuable data and personal information we hold on behalf of the people we serve. The ransomware attack over the Christmas and New Year period on HR Vendor, Kronos, had global ramifications, with impacted clients unable to access cloud-based payroll data. This was a stressful period for both payroll staff and some affected employees until Kronos services were returned to normal.
- Successfully transfer residents and staff from Calvary Bayview Gardens in NSW to Calvary Corymbia, demonstrating that Calvary can make major change with positive results for those we serve; and has the capability to replicate this outcome, as needed.
- Develop new models of care for residential aged care, home care, and for people living with dementia and people at end of life.
- Continue our National Reconciliation Action Plan journey and build relationships with First Nations peoples at all levels of the organisation.
- Affirm our position on Diversity and Inclusion as we continue to welcome and care for all.
- Protect those who are most vulnerable including the Safeguarding of Children and Adults at Risk; publishing our second report in alignment with the requirements of the Modern Slavery Act; and making submissions to Parliaments in relation to various Voluntary Assisted Dying Bills and discussions in the ACT, NSW and NT to balance the euthanasia debate.

- Launch the *I am Living* website on 28 May 2022, encouraging people to start a conversation about end of life.
- Commit to the ongoing development of our facilities to better care for the communities we serve in Elizabeth Vale, South Australia; Caulfield, Victoria; and Launceston, Tasmania.

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

My thanks also to our committed volunteer community and fundraising auxiliaries.

They have continued to support us through these difficult times and care for the people who utilise and visit Calvary services.

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

My thanks to fellow Board members for their leadership and important work in governing the organisation. In the coming year, we are looking forward to more face-to-face contact with each other and our staff. In closing, I commend the work of Martin Bowles AO PSM, the National Executive Leadership Team and all Calvary's leaders. They have inspired Calvary to continue delivering care during COVID-19, maintain our agility and expand our services into the future.



JIM BIRCH AM
Chair, LCMHC

Our Mission

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

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

Our Values



Hospitality



Healing



Stewardship



Respect



Our Vision

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

Our Behaviours

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

Priority: A focus on quality and safety

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

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

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

Priority: Care of our people and our working environments

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

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

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



Priority: Partnering and planning for the present and the future

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

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

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

Advocate for, and address, unmet needs and people experiencing disadvantage in the communities we serve.

Priority: Caring for our resources

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

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

Demonstrate our accountability to utilise our resources more effectively in the service of others.

Promote environmental stewardship and reduce our carbon footprint.

Intent

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

Message from the National Chief Executive Officer

Calvary as a business has fundamentally changed, and we are now a truly national organisation due to several initiatives that have expanded our geographical footprint and most importantly, enabled us being for others across every aspect of care we deliver; in hospitals, aged care, retirement living, home care, and excitingly through the provision of virtual health care.

More than ever we are focussed on capitalising upon new and innovative ways to deliver health care and ensure we give the right care to the right person at the right time, and in the right setting. This is reflected in the strategic opportunities adopted by Calvary to support our people, enhance our assets, and develop a range of partnerships that benefit those we serve.

In November 2021, Calvary acquired Japara Healthcare, adding 50 residential aged care homes and five retirement villages, along with more than 4,000 residents and 5,800 staff across Victoria, New South Wales (NSW), Queensland and South Australia (SA). Integrating our people and services was no mean feat, and even during the challenges of a pandemic, everyone rose to the challenge and displayed the Calvary values of hospitality, healing, stewardship and respect.

While the practicalities across systems and processes were addressed, it was particularly uplifting to see the adoption of our Mission across our new sites,

including a traditional Calvary blessing of Corymbia in NSW elected by the home manager. We are already beginning to see the benefits of combining the expertise of both organisations, and this will be further enhanced by the ongoing investment to build facilities and services that support the needs of our communities as their care needs change.

At the same time, our people have been working hard to address the findings and recommendations of the Royal Commission into Aged Care Quality and Safety. As a significant provider of services to older people, we take this very seriously and welcome the opportunity to improve on the high quality services we already provide. This work will be enhanced by embedding the reforms around the residential aged care funding model and ensuring, above all, that residents' needs continue to be met.

Part of delivering to our communities and supporting our people involves an ongoing investment in modernising assets in line with best-practice models of care. In September 2021, residents of Calvary St Catherine's Retirement Community in Berri, SA, moved into their new \$19 million home. The facility adjoins the Berri Cottage Homes independent living units and Berri Medical Centre, under construction.

Meanwhile, we are nearing completion of the new Calvary Bethlehem at the \$154 million Calvary Kooyong Health and Retirement Precinct in Caulfield South, Victoria, providing an integrated development including retirement living, home care, GPs, primary health care services, residential care, and the hospital's specialist care services.

In addition to the commitment to facility upgrades, we have continued to pursue new partnerships and mature existing joint ventures. Our My Home Hospital program, a joint venture with Medibank, continues to grow in SA expanding into regions outside of metropolitan Adelaide. This gave impetus to Calvary innovating its virtual care centre concept and delivering the COVID Care at Home service.

COVID-19 changed the perceptions of society more broadly, but for patients

of our healthcare system, they are not wanting to go to hospital if they can avoid it. The COVID Care at Home service has supported close to 200,000 COVID positive patients across the country, giving Calvary an operating presence in Western Australia for the first time.

The consumer desire to receive health treatment in a seamless manner is recognised by Calvary and our digital program aims to create a holistic profile of an individual, enabling excellence in care and operations across Calvary's offerings via a single point of entry. This supports our goal to serve a person throughout life's journey and become the health care provider of choice.

While the pandemic has altered many traditional methods of health care, COVID-19 continued to challenge our workforce with the ever-changing public health restrictions, including being able to access work and manage competing work and family pressures.

Our strategic collaborations play a role in generating, attracting and retaining a high-performing workforce now and into the future. To this end, Calvary has signed a Memorandum of Understanding (MOU) with the University of Sydney's Faculty of Medicine and Health to contribute to our vision to harness and grow an innovative workforce and pursue models of care that meet the emerging health and social needs of the communities we serve.

In the meantime, many initiatives and activities were implemented as a result of feedback in the 2021 Employee Engagement Survey, including increasing communication encouraging people to speak up, and reinforcing leadership's commitment to listen.

I often speak of giving our leaders, and in fact everyone in our organisation, permission to challenge the way we do things at Calvary for the benefit of the communities we serve. The Speaking Up for Safety program introduced in late 2021, is a critical example. The Calvary Board and National Executive Leadership Team has undertaken the training and all Calvary hospitals are on board and sharing examples of where the program

has prevented harm to patients or created the opportunity to raise awareness about a potential patient safety concern. There is more detail on this on page 23.

Of course we cannot care for our patients, residents and clients without entrusting, supporting and equipping our people to provide healing, hope and nurturing. While the impacts of COVID-19 continued, some of our communities were faced with additional challenges including severe weather events in Anglesea, Victoria in January 2022, and Gympie, Queensland, in February 2022.

The outstanding commitment from our Calvary caregivers ensured Cordelia Grove residents were evacuated and transferred to other facilities enabling a continuum of care, while Gympie Views staff elected to be “flooded-in” at the home isolated from their own families, to maintain care for those residents. These acts of selfless care, among many others, are admirable. In fact Gympie staff were recognised with the National Mary Potter Team Award, which you can read more about on page 19.

To all staff and volunteers across Calvary, thank you for your outstanding efforts to make our people and communities feel safe and cared for during what has been another challenging year. The opportunities we have embraced collectively, set us up for an exciting future.

Thank you to the Boards of Calvary Ministries and Little Company of Mary Health Care, and the National Executive Leadership Team for your sustained support as we innovate and expand delivery of the Mission of the Sisters of the Little Company of Mary in being for others.



MARTIN BOWLES AO PSM
National Chief Executive Officer



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Service Development and Innovation

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Strategic Growth

Calvary has a rich and proud heritage of serving the needs of our communities for 136 years, inspired by our Mission and honouring the legacy of the Sisters of the Little Company of Mary. In keeping true to our Mission and our heritage, our strategic vision for 2022-2027 is 'to be the health, community and aged care provider of choice delivering with equity and compassion an integrated, seamless, safe and quality care appropriate to the individual and the community's needs'.

We refer to this vision as the Calvary Care System. The integration of our services provided through partnership, addresses the holistic needs of the people we serve, wherever they may enter our care along their life journey.

Targeted and strategic growth in our services, through which we adapt and change to the care needs of our communities and the environments in

which we provide our care, is a key part of delivering our Calvary Care System and ultimately achieving our strategic vision and Mission.

In 2021-22, a significant step in our growth journey was the acquisition of Japara which saw our aged care and retirement care footprint expand from 14 to 72 sites around Australia. The acquisition has allowed us to extend our Mission through the addition of about 4,000 beds, develop our Calvary Care Systems in Adelaide, Melbourne, Launceston, Sydney, as well as initiate new geographies in Queensland, and enabled Calvary to achieve market scale in aged care, which ultimately enables the provision of better care across all Calvary facilities. As one of the largest providers of aged care services in Australia, Calvary is now positioned to offer a unique value proposition to the people in our care, and ensure a diversified and sustainable mix of services that will deliver on our Mission now and ensure the legacy of the Sisters continues well into the future.

Innovation and Partnerships

Virtual care services

Calvary has continued to enhance and expand our virtual care services during 2022, as well as build out our capability to support digital engagement with our consumers, staff and partners in care.

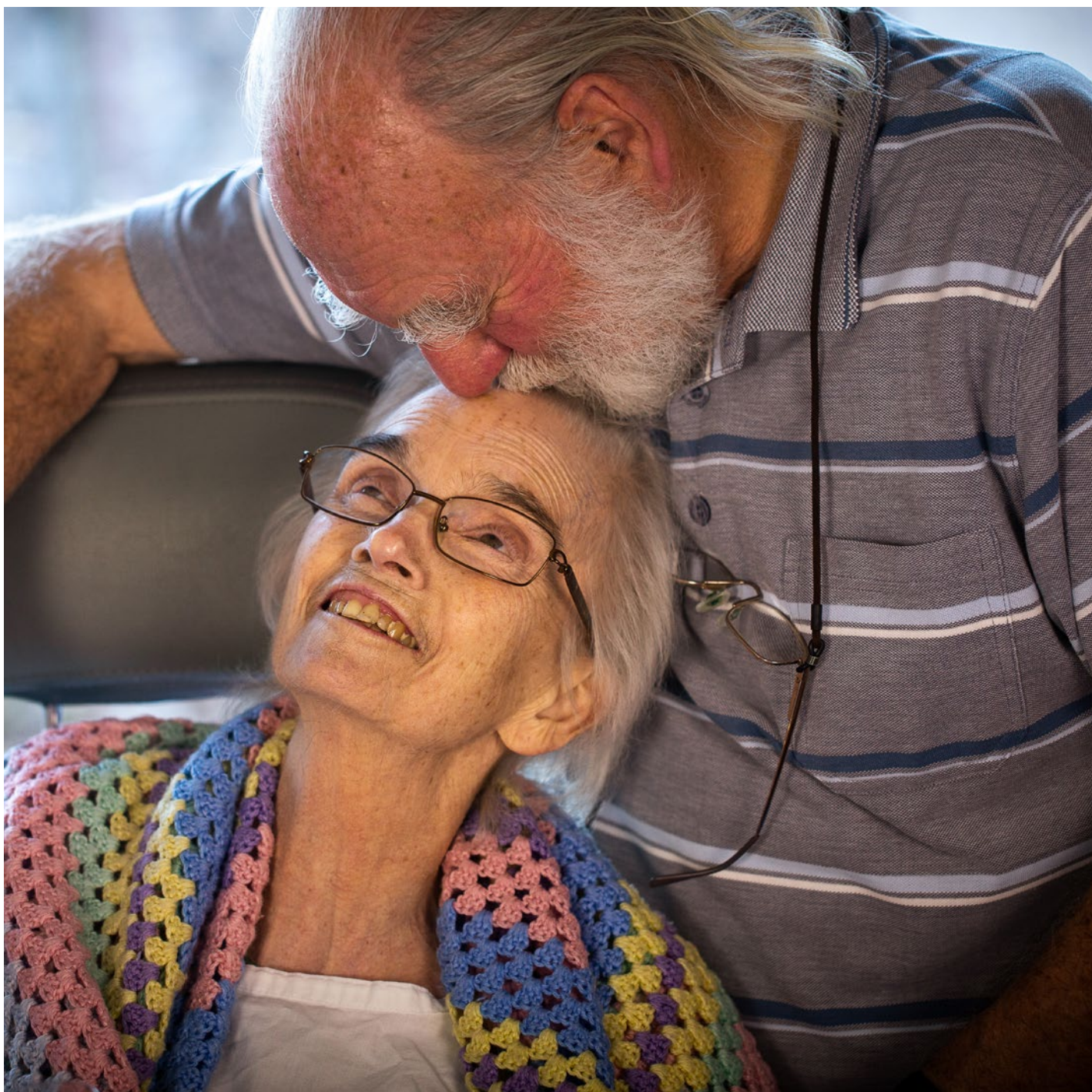
Through our Joint Venture (JV) with Medibank Private, the My Home Hospital service has continued to grow within metropolitan Adelaide, South Australia, and expand into the surrounding peri-urban regions to include Mount Barker and the Barossa Valley. To November, there has been 4,500 admissions to the service, with consistently high patient-reported experience and outcome satisfaction.

The other lead JV service, COVID Care at Home, has supported more than 190,000 COVID positive patients since November 2021 across four jurisdictions, including whole of state services to Queensland (QLD) and Western Australia (WA). Our operating presence in WA meant that Calvary had, for the first time, established services in every jurisdiction in Australia. Through the course of this service the JV innovated the use of a Digital Assistant to aid risk screening of more than 93,000 COVID positive patients in QLD across a five-week period. This allowed the timely streaming of low risk patients to self-management pathways, and the prioritisation of staff to support higher risk patients. The service has been the basis of a submission to the 2022 Australian Council on Healthcare Standards Quality Improvement awards, as well as the topic of presentations to the 2022 Catholic Health Australia's National Conference, and the 2022 Australian Institute of Digital Health's summit.

In late 2021, the National Executive Leadership Team (NELT) and Board endorsed a five year tranche plan across four programs of work to build our digital capability to support contemporary business and service delivery.

In mid-2022 the NELT also endorsed Calvary's Virtual Care Strategy which outlines our long-term vision for the digital enablement of the Calvary Care System, as well as an implementation plan to realise this vision across three horizons.





I am Living

The *I Am Living* public awareness initiative and campaign is a joint partnership by Calvary Health Care, Catholic Cemeteries + Crematoria and Mercy Health and its aim is to increase understanding, and address community anxiety and some of the fears around the deterioration of health, dying, death, loss and grief. It shares 11 intimate and courageous stories of people with an advanced life-limiting disease, including how they and their caregivers are experiencing end of life.

The campaign objectives are:

- To promote and encourage positive conversations and planning about end-of-life care, dying, death, loss and grief.
- To provide credible information about quality end of life care based on assessed need.
- To learn from people who have found life, hope and healing as they approach the end-of-life.

- To communicate that each and every person matters to the last moment of their life.

I am Living aims to ensure a person lives each day as well as they can to fulfil their wishes through holistic care provided by a multidisciplinary team of health professionals addressing physical, psychological, spiritual, social and cultural needs.

Integrating Japara: staff, residents and assets

Integrating existing and new Calvary residential aged care homes and retirement living following the November 2021 acquisition of Japara was a complex and lengthy process. Change creates a certain degree of uncertainty and maybe even fear of the unknown. So coupled with the COVID-19 pandemic, we maintained the principle that our staff and residents be always central to the wide-reaching integration program.

To assure our residents they were connected to the Calvary Care System we adopted practical and visual gestures. This included the gift of a blanket for residents to symbolically be wrapped up in a Calvary hug, and the installation of signage across all new sites. We also surveyed our residents to support necessary, consistent and seamless care to enhance their experiences. For those considering joining us and seeking information about Calvary residential aged care homes, we launched a consolidated website and new brochures.

Concurrent to delivering care, our integration for new staff members was extensive as Calvary worked through financial, incident management, email consolidation, administration and governance systems all completed by 1 July 2022. In addition, there was the shift to the Calvary uniform, This occurred over several months to help us all work together as one Calvary team and extend our Mission of 'being for others'.

Our Mission and Pastoral Care teams began to embed Calvary's spiritual care through casual, warm and interactive sessions. Spirituality is a way of speaking about how people find and express meaning and purpose in life. Spirituality was important in the life of Venerable Mary Potter, founder of the Sisters of the Little Company of Mary.

The adoption of Calvary's Mission and values is best represented by home manager Rinu Shakya, who decided Corymbia, one of 50 homes to join Calvary, be blessed in Calvary tradition. The act of blessing one of our locations is of particular significance, as it is a way of asking God to be present in a special way in this place where we live our Mission by providing care and 'being for others'.





Enabling People to Flourish

Cessnock Small Homes

A sensory garden designed with people living with dementia in mind, is part of a \$2.4 million refurbishment of Hebburn Lodge, one of 10 households at Calvary Cessnock a residential aged care site.

Most of the 22 residents have a room with a view of the garden spaces, supporting research that shows physical and visual access to nature positively impacts everyone and particularly benefits people living with dementia. For people living with dementia, it can increase activity levels, maintain mobility and flexibility, encourage use of motor skills, provide stimulation and

interest, and opportunities for increased social interaction.

As dementia affects thinking, behaviour and the ability to perform everyday tasks, outdoor spaces and gardens like the one at Hebburn Lodge can play a big role in prompting conversation, movement, engagement and, very importantly, memory and reminiscence.



Mary Potter Awards

The National Mary Potter Award celebrates staff and volunteers who are exemplars of the Spirit of Calvary. The winners of this annual national award embody the spirit, passion, drive and enthusiasm for the care and compassion of others ('being for others') that Venerable Mary Potter displayed in her commitment to the care of the sick, the dying and those in need.

Clinical dietician, **Cathy Odelli**, is the 2021 Individual Award Winner. Her work in Oncology Outpatients at Calvary Mater Newcastle ensures her patients' experience of care, is healing.

Cathy is invested in providing care and promoting wellbeing to aid survival through treatments that are often aggressive and intrusive. In order to ease the financial burden of prosthetics during treatment, Cathy has fostered relationships with the Calvary Mater Newcastle Auxiliary and others to offset the cost of these for patients who may not be able to afford them.

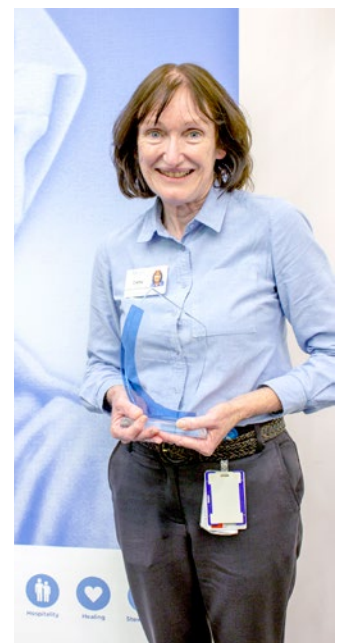
Calvary Gympie Views Aged Care in Queensland won the National 2021 Team Award, for exceptional efforts to keep residents safe during the floods that devastated the Gympie township and surrounds that year.

Up to 25 care staff, nurses, cleaners, administration, catering and laundry staff elected to be 'flooded-in' at the home for the duration of the flood despite themselves being isolated from their own families. In addition, staff gave up accommodation organised at the motel to families sleeping nearby in their cars on highway "islands", and spent their remaining flooded days sleeping on mattresses in office spaces, vacant rooms and in their cars onsite.

Despite significant destruction occurring around the home, residents experienced little or no interruption to their daily routine. The courageous spirits of the staff created reassurance and comfort for others in a challenging time, and the actions of the team inspired others and strengthened our connection with the local community.



(Above) 2021 Team Award Winners, **Calvary Gympie Views Aged Care**, Queensland



(Above) 2021 Individual Award Winner, **Cathy Odelli**, Clinical dietician



3.

Excellence In Care

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Clinical Quality and Safety Indicators

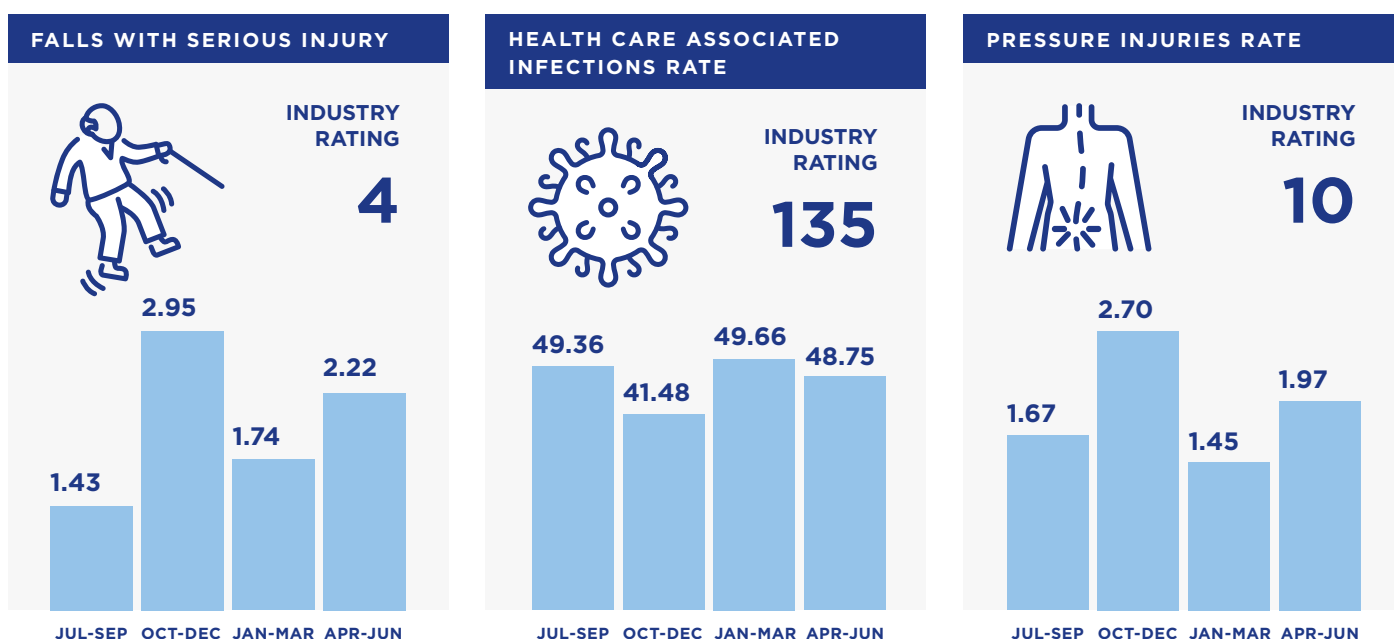
Calvary has a commitment to zero preventable harm for patients, residents and clients. We set out to best achieve this by prioritising safety and adopting continuous improvement processes. There are a number of mechanisms used to achieve this, including the collection, measurement and reporting of key clinical performance indicators across our facilities.

Where possible, Calvary measures our quality and safety indicators against industry benchmarks, such as our falls with serious injury, health care associated infections and pressure injuries rate. All continue to report below industry rates.

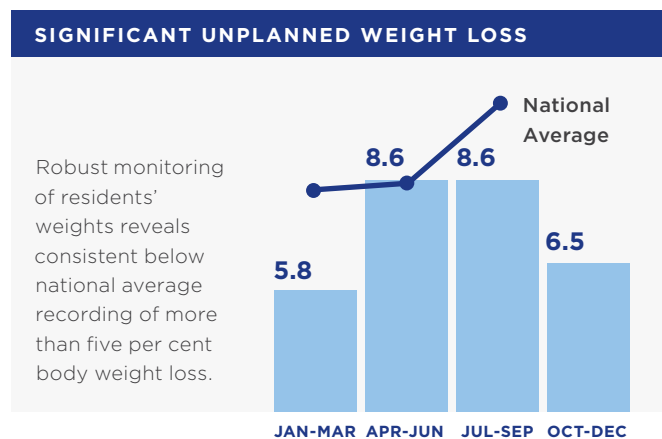
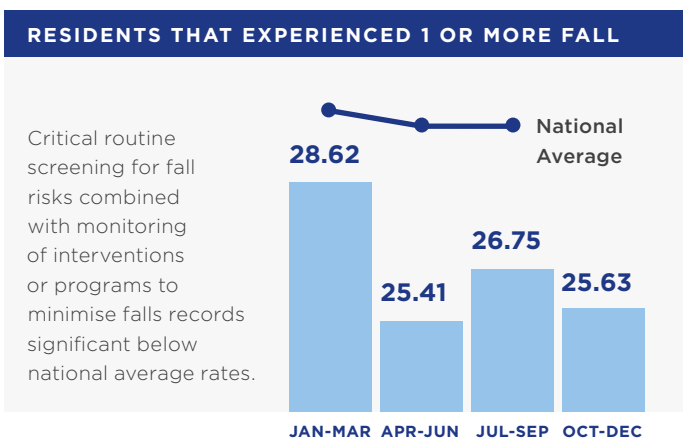
Calvary services are fully accredited against the relevant standards as established by peak health care organisations including the Australian Commission on Safety and Quality in Health Care, the Aged Care Quality and Safety Commission and the NDIS Quality and Safeguards Commission.

What does the data below mean?

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



For the graphs below, at the time of reporting the Q4 average was not available, however based on the previous three quarters, Calvary's aged care homes are consistently below the national average for falls and significant unplanned weight loss.



*Australian Commission on Safety and Quality in Health Care Rates

Consumer Experience Surveys

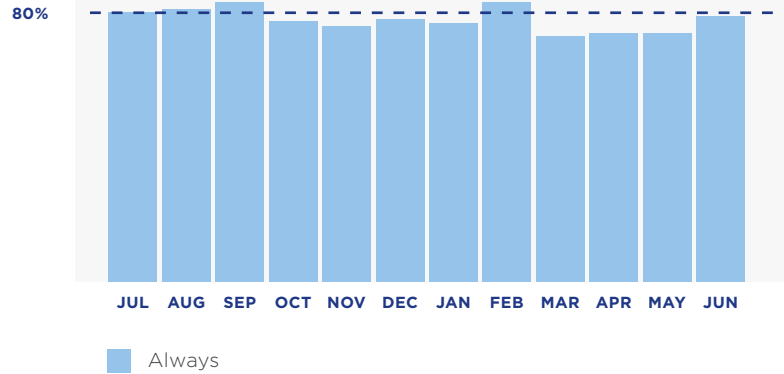
Calvary is committed to learning from feedback and improving the care and experience of our patients, residents and clients. We regularly survey consented consumers who access any of our service streams by asking a standard question set. This helps us identify areas where our services can be improved. This reporting period had the highest number of consumers surveyed and the most positive results. Incredibly, 42,814 consumers provided feedback.

Key highlights include:

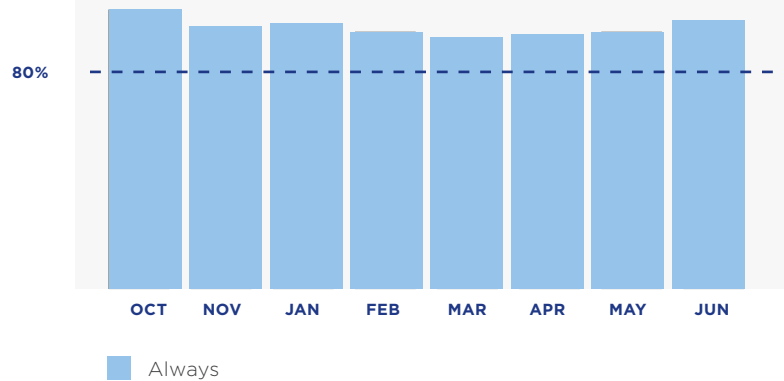
- In Aged Care **97.1%** of residents felt they were always or mostly treated with respect by Calvary Staff.
- In Hospitals, Calvary had an average Net Promoter Score of **86%** in our hospitals.
- In Home Care **93%** (n=4,801) of clients cited they were always or mostly happy with the services provided to them

Survey Highlights

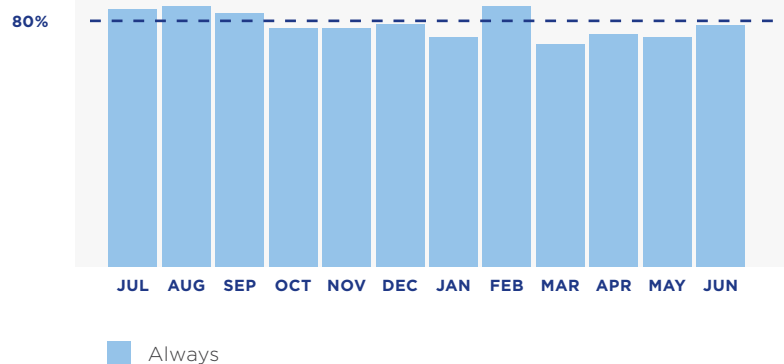
RESIDENTIAL AGED CARE: DO STAFF TREAT YOU WITH RESPECT?



COMMUNITY CARE: OVERALL, HOW SATISFIED WERE YOU WITH THE SERVICES PROVIDED TO YOU?



HOSPITALS NET PROMOTER SCORE: HOW LIKELY IS IT THAT YOU WOULD REFER SOMEONE TO CALVARY?



Speaking Up for Safety program

Calvary remains committed to strengthening our safety culture and preventing patient harm through the *Speaking Up for Safety* program.

Speaking Up for Safety training, developed by the Cognitive Institute, teaches staff and clinicians to use the Safety C.O.D.E. Accredited trainers teach the skills to respectfully raise issues when concerned about a patient and to promote listening when someone speaks up. The use of a common language and escalation supports the satisfactory resolution of an actual or potential patient safety issue.

Since implementation, sites have shared stories where the use of the Safety C.O.D.E. has prevented harm to patients or has created the opportunity to raise awareness about a potential patient safety concern. All hospitals are now delivering the *Speaking Up for Safety* training with the focus moving to embedding the language and to ultimately bring about a robust speaking-up safety culture.

The next phase, *Speaking Up for Safety Feedback System*, aligned with the Cognitive Institute's Promoting Professional Accountability program; is based on the Vanderbilt model of promoting

professional accountability. It relates to behaviours that can promote or undermine patient safety and is a mechanism for people who feel it is not possible, safe or effective to speak up in the moment or to their managers about the behaviours of co-workers that may impact on the delivery of safe patient care.

Initial implementation processes commenced in November 2021, with the Board, NELT, RCEOs and the National Team now working closely with Calvary Mater Newcastle and Calvary Riverina as initial sites to implement the *Feedback System*.





4.

Building Healthy Communities

- 25 SA – Calvary St Catherine’s Retirement Community
- 25 SA – Calvary Private Hospital Playford Health Hub
- 26 VIC – Calvary Trugo Place
- 26 VIC – Calvary Kooyong Health And Retirement Precinct
- 27 NSW - Calvary Corymbia
- 27 TAS – Calvary Launceston Private Hospital
- 27 ACT – Calvary Public Hospital Bruce

Calvary St Catherine's Retirement Community

South Australia

In September 2021, residents of Calvary St Catherine's Retirement Community in Berri, South Australia, moved into their new \$19 million home. The purpose-built home solidifies the 60-year history of providing care for the Riverland community well into the future.

The home is designed to support residents as they age and as their care needs change, promoting independence, social interactions, health and overall wellbeing. The 50 spacious single rooms, each with a private ensuite, are designed to enable best practice care for people living with varying levels of dementia. The single-storey facility includes a residents' café with indoor and outdoor seating, gardens, recreational spaces, dining, lounge, and entertainment areas. Built around six distinct courtyards and set amid landscaped grounds, the new Calvary St Catherine's is adjoined by the Berri Cottage Homes independent living units and the new Berri Medical Centre, which is under construction.

The facility's construction was enhanced by a \$900,000 grant from SA Government Department of Primary Industries and Regions.



Calvary Private Hospital, Playford Health Hub

South Australia

Throughout the year, Calvary has continued to work with developer NorthWest Health Care Properties in planning for the purpose-built Playford Health Hub to be located opposite the Lyell McEwin Hospital; Adelaide's third largest tertiary public hospital.

Construction is well underway for stage two comprising a 6,500 square metre Specialist Medical Centre across four levels, which will include Calvary's day oncology centre incorporating radiotherapy, radiology, pathology, specialist medical consulting suites, a rooftop terrace, conference facilities and retail amenity. The Specialist Medical Centre marks the start of South Australia's first 6-Star Green Star registered medical office building and is due for completion in early 2024.



The three-stage co-located health precinct undertaken by the NorthWest managed NZX-listed fund Vital Healthcare Property Trust, saw the \$24 million stage one completion in 2021. This includes a 450-bay multi-deck car park, majority leased to SA Health, and 1,700 square metres of retail.

Stage three's total forecast investment of about \$93 million will see a private hospital operated by Calvary. This replaces Calvary Central Districts Hospital and has provision for eight operating theatres and up to 120 day and overnight beds. Planning for the private hospital has continued and the Development Application is expected to be lodged in early 2023.

Calvary Trugo Place

Victoria

This \$34 million luxury aged care facility combines individually-focused clinical care and health-centric innovative architectural design, validated by its winning 2021 Design Matters National Building Design Award for architects Crosier Smith.

Taking its name from the unique sport Trugo invented in the 1920s by local railway workers, Calvary Trugo Place overlooks the tranquil parklands and picturesque waterways of Newport Lakes in Melbourne's inner-west for 120 residents. The innovative design focuses on wellbeing and how the physical environment can support mental health. The home offers a sense of community and inclusivity, provides high-level physical care and supports mental health outcomes for residents and staff.



Calvary Kooyong Health and Retirement Precinct

Victoria

Construction continues on the \$154 million Calvary Kooyong Health and Retirement Precinct in Caulfield South, Melbourne, Victoria. The integrated development will co-locate retirement living, community care, GPs, other primary health care services, residential care, and Calvary Bethlehem's existing specialist care services.

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

Being built on the existing Calvary Bethlehem site ensures Calvary will build on its near eight-decade relationship with the Caulfield community, continuing to provide care for families at various stages in their lives. This includes sustaining its specialist services for those living with progressive neurological conditions such as Motor Neurone Disease and Huntington's Disease.



Calvary Corymbia

New South Wales

Calvary Corymbia is a new home completed in mid-2021 in Belrose, on Sydney's North Shore. The home provides care to 100 residents across a range of accommodation options including companion rooms and suites.

The facility offers short-term respite and rehabilitation care, as well as residential aged care tailored to support an individual's needs. The care is complemented by a range of modern amenities including a cinema, gym, self-serve café and beauty salon.



Calvary Launceston Private Hospital

Tasmania

The new Calvary Launceston hospital will replace the existing Calvary St Luke's and Calvary St Vincent's Hospitals and be co-located with Launceston General Hospital to better meet the needs of the community.

Since signing the Memorandum of Understanding between the Tasmanian Government, Department of Health and Calvary, the Calvary Development Team has been working on the design requirements of the \$130 million project that will support the introduction of new models of care, clinical leadership and the delivery of value-based health care.



Calvary Public Hospital Bruce

Australian Capital Territory

Throughout the year, Calvary has continued to work closely with ACT Health in planning for a new Northside Public Hospital to replace much of the existing Calvary Public Hospital that opened its doors in 1979.

The new hospital, to be located within the Calvary Bruce Health Precinct, will enable an increased capacity for day and overnight services and operating theatres, to cater to the growing populations of Canberra's northern suburbs.



5.

Stewardship

- 29 **Finance Overview**
- 30 **Profit And Loss FY20/21**
- 31 **Balance Sheet**

Review of operations

Calvary strives to achieve the best commercial results to sustain its operations, fund better integration, grow, and innovate in pursuit of the entity's strategic aims. Demonstrating wise stewardship and contributing to social stability in the communities that Calvary serves requires a strong financial base. Calvary achieves this through strict cost management and the pursuit of improved revenue rates. Calvary continues to invest in its ability to be a source of healing and in facilities which enable Calvary to provide a wider range of services to the local communities.

Calvary has made a significant investment in aged care with the acquisition of Japara Healthcare in November 2021. Calvary also continues to invest in existing services with significant funds allocated to upgrading its facilities to deliver the best possible care. Significant projects undertaken this financial year include:

Japara Healthcare Acquisition

On 5 November 2021, Calvary acquired 100 per cent of the issued share capital of Japara Healthcare Limited (Japara), a residential aged care services provider, for a total purchase consideration of \$379.5m. Through this transaction, Calvary gained access to Japara's highly skilled staff and extensive network of residential aged care assets, which complements the existing Retirement Communities division. Japara has more than 50 aged care and retirement living communities across Victoria, New South Wales, South Australia, Queensland and Tasmania. Subsequent to the acquisition, Japara has been renamed to Calvary Aged Care Services.

Calvary St Catherine's Retirement Community

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

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

Within these activities, Calvary has developed models of care 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 Health Care Bethlehem

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

A deficit of \$122.2m was incurred for the Group for the financial year ended 30 June 2022 (2021: deficit of \$24.4m).

Calvary's underlying operating performance has been primarily impacted by a number material factors:

- Significant costs of around \$13m (2021: \$9m) were incurred during the financial year for the Japara acquisition and integration into Calvary systems.
- The ongoing outbreaks of COVID-19 throughout the financial year have had a continued impact on labour and PPE costs, as well as impacts on aged care occupancy, hospital activity and home care service delivery hours. The estimated unfunded impact across Calvary is around \$57m for the year. In addition, our care services incurred costs of around \$27m that will be recovered (funded and the revenue recognised) in FY23 from Commonwealth COVID grants.
- The amortisation of Calvary Retirement Communities' bed licences totalling \$4.6m, following the Australian Government's decision to discontinue bed licences from 1 July 2024.
- The fair value uplift in depreciation of Calvary Aged Care Services (formerly Japara) assets on acquisition, totalling almost \$11m.

Despite these factors, Calvary's diversified portfolio and strong balance sheet continue to support business growth initiatives and opportunities.

Profit and Loss FY20/21

<i>In thousands of AUD</i>	2022	2021
	\$'000	\$'000
Revenue from operations	1,843,335	1,508,894
Other income	29,657	23,975
TOTAL REVENUE AND OTHER INCOME	1,872,992	1,532,869
Employee benefits	1,202,296	919,553
Goods and services	444,311	389,600
Depreciation and amortisation	134,703	92,898
Finance costs	32,270	23,444
Other expenses from ordinary activities	185,617	132,717
TOTAL EXPENSES	1,999,197	1,558,212
Operating (deficit)/surplus	(132,712)	(34,230)
Capital Funding received	10,493	9,859
Net operating (deficit)/surplus	(122,219)	(24,371)
Statement of Cash Flows		
	2022	2021
	\$'000	\$'000
Net cash flow from operating activities	(7,806)	60,262
Net cash flow (used) in investing activities	(476,566)	(163,521)
Net cash flow (used) in financing activities	418,193	63,664
Net increase/decrease in cash	(66,179)	(39,595)

Balance Sheet

<i>In thousands of AUD</i>	2022	2021
	\$'000	\$'000
Current assets		
Cash and cash equivalents	190,861	257,040
Trade and other receivables	130,976	95,031
Inventories	24,740	22,533
Term deposits	84,727	152,001
Other current assets	14,144	10,652
TOTAL CURRENT ASSETS	445,448	537,257
Non-current assets		
Trade and other receivables	3,829	1,682
Property, plant and equipment	2,229,826	1,046,352
Right-of-use assets	516,431	511,120
Investment property	2,493	2,543
Intangible assets	232,451	33,990
Interest in joint venture	5,394	2,355
TOTAL NON-CURRENT ASSETS	2,990,424	1,598,042
TOTAL ASSETS	3,435,872	2,135,299
Current liabilities		
Trade and other payables	186,324	138,380
Borrowings	693	2,850
Lease liabilities	36,261	25,379
Employee benefits	226,471	175,549
Other provisions	8,652	6,974
Contract liabilities	44,030	42,957
Refundable loans	1,003,930	313,035
TOTAL CURRENT LIABILITIES	1,506,361	705,124
Non-current liabilities		
Trade and other payables	163	121
Borrowings	712,840	106,440
Lease liabilities	524,335	509,095
Employee benefits	14,838	17,272
Other provisions	9,813	7,506
TOTAL NON-CURRENT LIABILITIES	1,261,989	640,434
TOTAL LIABILITIES	2,768,350	1,345,558
NET ASSETS	667,522	789,741

6.

Governance

- 34** Calvary Ministries Board Of Trustees
- 36** Little Company Of Mary Health Care Board
- 38** Calvary National Executive Leadership Team



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, including having served as a non-executive director on the boards of two ASX-listed companies.

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

His political career spanned 17 years, during which time he served as Minister for Communications, Arts, Tourism and Resources in the Keating government.

He was Shadow Minister for Health and Education under Opposition Leader Kim Beazley.

MS CATHERINE (KATE) BIRRELL OAM

Deputy Chair

Kate has served as a non-executive director and senior nurse executive in the not-for-profit health services sector for many years.

For some 20 years, Kate has had a senior management career with St John of God Health Care. She holds a number of health-related degrees, as well as a degree in business and administration. Kate has several board and committee appointments. Previously, Kate was a member of both Catholic Health Australia and the Caroline Chisholm Ethics Centre Boards. She is also a graduate of the Australian Institute of Company Directors.

Kate was awarded the Medal of the Order of Australia in the General Division for services to nursing, particularly education, and the community in June 2015. Kate was the 2018 recipient of the CHA Sr Maria Cunningham Award for Lifetime Contribution to Catholic Health and Aged Care Community Services in Australia.

MR DAVID PENNY

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

He has significant experience in the management and governance of not-for-profit organisations including Australian Catholic Safeguarding Limited. David is currently Calvary Ministries' representative with the Association of Ministerial PJPs.

David holds degrees and diplomas in Health Science and Administration.

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

MS KERRY BRETTELL

Kerry is an organisational consultant and facilitator, providing consulting services, predominantly to the not-for-profit sector. She has a particular interest in and understanding of Catholic organisations.

Kerry has significant experience working with leadership groups and wider organisational systems, as they manage complex governance, strategic planning and change management processes. In recent times, this has included involvement with Religious Institutes as they transition themselves and/or their ministries to new canonical entities. Kerry has worked with many of the Australian PJPs and with many religious congregations in Australia and South East Asia. Kerry has served on a range of governance boards, including her current role as director of Mercy Community Services Australia Board.

MR BILL APPLEBY

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

He is currently CEO of Albury Wodonga Health. He is a graduate of the Australian Institute of Company Directors.

Bill has held various other senior health-related positions, including Victorian Divisional Councillor for Aged & Community Services Australia, Board Member of Leading Age Services Australia, Victoria, and Board Member of Tweddle Child & Family Health Services. His most recent executive roles were Executive Director, Aged Care, Mercy Health, National General Manager of Operations at Regis Group and CEO of Jewish Care Victoria.

SISTER JENNIFER BARROW LCM (Resigned 16 May 2022)

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

Sr Jennifer served on local Little Company of Mary Health Boards of Management, and was the inaugural chair of Little Company of Mary Health Care National Board. Sr Jennifer has held Leadership and Governance roles in Little Company of Mary Australia, New Zealand and Tonga, and was involved in the restructuring of Little Company of Mary Health Care and Aged Care Services Australia, leading to the establishment of the Ministerial Public Juridic Person Calvary Ministries. Sr Jennifer was awarded the CHA Maria Cunningham Lifetime Award in 2017 for her contribution to Catholic Health and Aged Care Community Services in Australia.

MEMBERS COUNCIL

Sr Anne Sheridan LCM (Chair)

Ms Susan Uhlmann

Mr Seamus O'Grady

Ms Sharon O'Sullivan

OFFICER

Edwina MacArthur, Executive Officer

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

Edwina acts as Company Secretary for Calvary Ministries Limited.

Little Company of Mary Health Care Limited

Board of Directors

Jim is Chair of Lifeblood (the Australian Red Cross Blood Service), Board Member, Australian Red Cross, Chair of the Women's and Children's Health Network in South Australia and Director of the Cancer Council SA; a member of Catholic Health Australia; a Non-Executive Director of Beamtree Pty Ltd; and Chair of Clevertar Pty Ltd. Jim was formerly the 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.

The Little Company of Mary Health Care Board of Directors is accountable to Calvary Ministries. Chaired by Mr Jim Birch AM, the Board includes Mr Patrick O'Sullivan, Dr Annette Carruthers AM, Mr David Catchpole, Mrs Lucille Halloran, Professor Chris Baggoley AO, Ms Lucille Scmazzone, Ms Agnes Sheehan and Ms Jennifer Stratton. As COVID-19 restrictions eased, the Board were pleased to come together face to face once more, including a meeting in March 2022 at Calvary's new Southbank Offices and visits to local Calvary aged care services in Melbourne.

JAMES (JIM) BIRCH AM

BA (Health Administration),
FCHSM, MNATSIHEC
**Appointed to the Board on
1 February 2016**

**Appointed Chair on
28 November 2019**

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

DR ANNETTE CARRUTHERS AM

MBBS (HONS) FRACGP FAICD
**Appointed to the Board on
22 November 2017**

Annette is an experienced non-executive director in financial services, health, infrastructure and aged care. Current appointments include Director of National Youth Mental Health Foundation (Headspace) and Catercare Pty Ltd.

She has qualifications in finance, superannuation and corporate governance, and is also a Panel Member for Australian Financial Complaints Authority.

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

Medically trained, Annette continues to work part-time as a general practitioner. Her medical interests include clinical risk management and quality improvement in health services.

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

PATRICK O'SULLIVAN

CA, MAICD
**Appointed to the Board on
27 March 2013**

**Elected Deputy Chair on
25 October 2017**

Patrick (Pat) brings more than 30 years' of international commercial and business management experience.

He was the Chief Operating Officer and Finance Director of Publishing and Broadcasting Limited Media and Nine Entertainment Co. Prior to that, Pat was Chief Financial Officer at Optus.

He is currently Chairman of CarSales Ltd. Dreams2live4 and TechnologyOne and a Director of SiteMinder Ltd.

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 member of the Strategic Advisory Board of Centrestone Capital, a Director of Synergy and 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.

PROFESSOR CHRIS BAGGOLEY

AO, BVSC (Hons), BMBS, B Soc Admin, FACEM, FRACMA, D Univ (FUSA), FAAHMS
**Appointed to the Board on 23
September 2021**

Chris holds the titles of Professorial Fellow, College of Medicine and Public Health at the Flinders University of South Australia and Adjunct Professor, Faculty of Health and Medical Sciences, at the University of Adelaide.

He has held positions as Director of Emergency Medicine at the Flinders Medical Centre, at the Ashford Community Hospital and subsequently at the Royal Adelaide Hospital. He was CEO of the Australian Commission on Safety and Quality in Health Care from 2007-2011.

Chris was Chief Medical Officer for the South Australian Government from 2005-2007 and was Chief Medical Officer for the Australian Government from 2011 to 2016. During his time as CMO for Australia he undertook several roles with the World Health Organization. He is currently a member of the WHO Independent Oversight and Advisory Committee for the World Health Emergencies Program.

He is Deputy Chair of the Australian Pancreatic Cancer Foundation (PanKind) Board and a member of the Australian Red Cross Lifeblood Board. He serves on several clinical governance committees for health service organisations.

ASSOCIATE PROFESSOR RICHARD MATTHEWS AM

MBBS
**Appointed to the Board on
1 January 2012**

Retired 25 November 2021

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 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 is CEO and Director of CatholicCare Victoria, a provider of care for the disadvantaged and marginalised across Victoria. She has had an impressive career, spanning more than 20 years as an executive in the information and communications technology industry and over 12 years as a non-executive director in the health sector. She was a director at Telstra for over 13 years and during this time she led several of their largest businesses. Prior to Telstra, she was the Regional Director for Ericsson Enterprise for Asia Pacific, where she managed some of their most significant markets. She has delivered organisational integration, transformation and growth, primarily within large multi-national enterprises. She is a graduate of the Australian Institute of Company Directors.

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

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

JENNIFER STRATTON

BA (Economics, English and History), FAICD, DipEd, Prof Dip of HR,
**Appointed to the board on
28 November 2015**

Jennifer is an accomplished senior executive and board member, who has served in Catholic ministries in education, health care, aged care, and aid and development for more than 27 years. She is also Chair of the Trustees of MercyCare.

Prior to this, Jennifer was a Director of Catholic Health Australia, and Chair of its Pathways Taskforce and its Mission and Identity Committee. Jennifer was Group Director of Mission for St John of God Health Care in Perth for nearly 16 years.

Calvary National Executive Leadership Team



MARTIN BOWLES AO PSM

National Chief
Executive Officer

Martin Bowles AO PSM is the National Chief Executive Officer of Calvary and is responsible for more than 18,000 staff and volunteers, 14 public and private hospitals, 71 retirement and aged care facilities, a national network of community care centres and virtual care services.

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



MATT HANRAHAN

Deputy National Chief
Executive Officer

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

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

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



VANESSA JANISSEN

National Director,
Strategy & Service Development

Vanessa is responsible for leading the Strategy and Service Development function. This team works with leaders across Calvary to translate Calvary's Strategic Intent into a roadmap for delivering Calvary's vision of the future. This includes the development of strategic, service and functional plans, design of new service offerings, merger and acquisition opportunities and capital development and asset programs. Critical to supporting this work is the Enterprise Portfolio Management Office and the Performance Unit that guide and inform the decision making and delivery of outcomes.

Vanessa leads the development of virtual care models with our joint venture partner Medibank.



KERRY VINE-CAMP

National Director,
People & Corporate Services

Kerry is responsible for leading the People and Corporate Services portfolio for Calvary, which includes Human Resources, Learning and Development, Work Health and Safety, Enterprise Risk, ICT and Digital.

Kerry joined Calvary in January 2021 after an extensive career in the Australian Public Service working across multiple domains as a senior executive.

As the Chair of the National Workforce Committee Kerry has a key role engaging the Board and National Executive on workforce issues.



MARK GREEN
National Director
of Mission

Mark Green is responsible for the Mission governance and the Mission leadership of Calvary. Since joining Calvary in 2014, Mark has developed the Mission Governance Framework to ensure that core focus areas (such as ethical integrity, formation, culture, community engagement, etc.) are visibly embedded in systems and practice.

Mark has a key role engaging the Board and Trustees in the governance and stewardship of Calvary's Mission.

Mark holds degrees in economics, law, theology and education.



PHILIP MALONEY
National Director,
Legal, Governance and Risk

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

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



WENDY HUGHES
National Chief
Financial Officer

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

With over 20 years' senior executive experience across a broad range of financial, corporate services and clinical support functions, Wendy played a significant role in ensuring the financial stability of the organisation throughout the COVID-19 pandemic.

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



KRIS SALISBURY
National Director,
Clinical Governance

Kris is responsible for establishing and leading the Clinical Governance function across Calvary's residential aged care, home care, and acute public and private hospitals. This includes development, support and monitoring of frameworks, processes, best practice and quality systems to improve patient, resident and client safety, experience and outcomes.

As a Registered Nurse, Kris has held a number of senior management positions in hospitals and aged care, joined Calvary in 2010 and the Calvary executive team in 2019.

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



DR TRACEY TAY
Chief Medical Advisor

Dr Tracey Tay joined Calvary in January 2022, bringing with her an extensive practical knowledge of the health system, and experience in the development of innovative models of care, virtual care and clinical leadership.

Tracey works closely with Calvary's clinical leaders to ensure best practice, and that safe, high quality care is delivered across the organisation. She is leading the work on the Dementia and Palliative and End of Life Care Models of Care to improve patient, resident and client experience. Tracey is also the Chair of Calvary's Diversity & Inclusion Steering Committee.



BRYAN MCLOUGHLIN
National Director, Customer
and Communication

Bryan is responsible for the Customer and Communication portfolio for Calvary including Internal and External Communication, Brand Management, Marketing teams and the Calvary Assist function.

Bryan joined Calvary in 2015 after a broad career in health care services and has worked in a number of executive leadership roles across residential aged care, community care and hospital operations and brings an extensive industry acumen and developed a strong knowledge of the Calvary organisation and delivery of Mission.

Bryan holds a Masters in Health Administration and Degree in Human Resource Management.

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Our Locations







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