



LITTLE COMPANY OF MARY
HEALTH CARE LIMITED
ANNUAL REVIEW
2014/2015

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



Our cover features Daryl Hale (1950-2013), a man we are privileged to have served during his last months at Mary Potter Hospice, Calvary North Adelaide Hospital. See page 6 for his story.

COMPILED by House of Airlie Public Relations
DESIGNED by February

Acknowledgement of Land and Traditional Owners

Calvary acknowledges the Traditional Custodians and Owners of the lands on which all our services operate. We acknowledge that these Custodians have walked upon and cared for these lands for thousands of years.

We acknowledge the continued deep spiritual attachment and relationship of Aboriginal and Torres Strait Islander peoples to this country and commit ourselves to the ongoing journey of Reconciliation.

Aboriginal and Torres Strait Islander people are respectfully advised that this publication may contain the words, voices, names, images and/or descriptions of people who have passed away.

Calvary is pleased to be recognised as a leader in gender equality by the Workplace Gender and Equality Agency.



THE PEAR TREE

The pear tree was situated in the garden of the first convent in Hyson Green, Nottingham. The branches year by year spread ample shade in the garden for the Sisters. From the wood of this tree a large crucifix was made which now hangs in the Little Company of Mary Heritage Centre, Nottingham.

1885 - 2015

130 years ago, six courageous Sisters of The Little Company of Mary sailed from Naples to Sydney on the SS Liguria.

Their mission was to care for the poor, sick and dying.

Bringing forth the work of Mary Potter in Australia, their vision was to continue to be a source of healing, hope and nurturing to those in need.

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 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 Values

Our Values are visible in how we act and treat each other. We are stewards of the rich heritage of care and compassion of the Little Company of Mary. We are guided by these values:

- + **HOSPITALITY** demonstrates our response to the desire to be welcomed, to feel wanted and to belong. It is our responsibility to extend hospitality to all who come into contact with our services by promoting connectedness, listening and responding openly.
- + **HEALING** demonstrates our desire to respond to the whole person by caring for their spiritual, psychological and physical wellbeing. It is our responsibility to value and consider the whole person, and to promote healing through reconnecting, reconciling and building relationships.
- + **STEWARDSHIP** recognises that as individuals and as a community all we have has been given to us as a gift. It is our responsibility to manage these precious resources effectively, now and for the future. We are responsible for: striving for excellence, developing personal talents, material possessions, our environment, and handing on the tradition of the Sisters of the Little Company of Mary.
- + **RESPECT** recognises the value and dignity of every person who is associated with our services. It is our responsibility to care for all with whom we come into contact with justice and compassion, no matter what the circumstances, and we are prepared to stand up for what we believe and challenge behaviour that is contrary to our values.

About Calvary

Calvary is a charitable Catholic not-for-profit organisation with more than 12,000 staff and volunteers, 15 public and private hospitals, 15 retirement and aged care facilities, and 19 community care centres. We operate across six states and territories within Australia. Established in Sydney in 1885, by the arrival of the Sisters of the Little Company of Mary in Australia, our mission is to provide health care to the most vulnerable, including those reaching the end of their life. We provide aged and community care, acute and sub-acute health care, specialist palliative care and comprehensive care for people in the final years of their life.

Full details of our locations are featured on the back page.

How we make a difference

One hundred and thirty years ago, six Sisters of the Little Company of Mary were sent from Europe to Australia by Venerable Mary Potter to bring the 'Calvary spirit' to people in this land. Whether sick, dying or in any need, Mary Potter wanted people to have an experience of the 'mother love' coming from the Cross of Jesus. She sent six Sisters to make the spirit of being for others a healing reality in the lives of as many people as possible. She sent them to make a difference.

Our cover celebrates Daryl Hale, a gentleman we cared for as his life came to an end. Daryl shared his story with our volunteer biographer, Mary Hudson, in the hope that others could learn from the tapestry of his journey. Daryl's words are an experience of compassion and of healing. These words live. They make a difference.

Calvary is defined by its unique mission and values to serve and be there for others. We thank Daryl and each of you for all that you teach us.

Calvary at a glance

Year to 30 June 2015
(Compared to 2014)

HOSPITALS

209,262 Admissions
+ 6,564

597,563 Bed-days
+ 10,708

496,431 Outpatients
+ 99,651

116,052 Emergency Department Presentations
+ 3,080

4,861 Births
- 3

111,695 Surgical Procedures
+ 464

COMMUNITY CARE

19,804 Calvary Community Care clients

+ 80 YEARS IS THE AVERAGE AGE AND 67% ARE FEMALES

+ 972,974 HOME VISITS

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RETIREMENT COMMUNITIES

12 residents over the age of 100

390 residents over the age of 90

OF WHOM 36 LIVE IN INDEPENDENT LIVING VILLAGES

750 new admissions

+ 317 ADMISSIONS TO RESIDENTIAL AGED CARE FACILITIES

+ 44 ADMISSIONS TO INDEPENDENT LIVING VILLAGES

+ 389 RESPITE ADMISSIONS

Foreword from the Chair of Calvary Ministries



Our Mission is to bring the healing Ministry of Jesus to those who are sick and dying and in need, through 'being for others'.

2015 marks 130 years since the Sisters of the Little Company of Mary landed in Australia. Their mission was resolute, their inner strength unswerving. They had missionary work to fulfil and this was ably achieved from the first day they stepped ashore.

From what we know, the Foundation Sisters went about their business in a strong but humble way, they made a mark in the Australian benevolence landscape and today their work is revered by all who know their story. Their work and sacrifice to God and humanity set the foundations for what Calvary is today.

And, like the Foundation Sisters, it is my belief that it is the people who make Calvary the thriving spiritual hub of quality care, healing and nurturing of life that it is today. The people with whom our staff and volunteers interact each and every day, our patients, residents, clients, their families and carers.

One recurring theme in all of our work is 'being for others'. Our work today, whether in a hospital, aged care facility or working with people and families in the community, is for them. The service of Calvary today, as evidenced in this Annual Review, continues the work the Sisters of the Little Company of Mary commenced in 1885. We continue to offer care to support the frail, the aged, the sick and the dying. I know both our Sisters and the staff of Calvary feel privileged in doing so, 130 years on.

The Directors of Calvary Ministries are proud of the examples of this service reported in this review. It gives us great pleasure to see the quality of work being achieved day to day and we are warmed by the stories of staff and volunteers who do a great job, but also go above and beyond to make life better for the communities we serve.

We know that our health care mission is in excellent hands. I thank both the Board of Directors and the National Leadership Team for their dedication. Their attention to detail and their stewardship of our continued mission is very much appreciated. We are exceptionally proud of the achievements and investment in our calling to assist those in need of our care.

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

This year's report demonstrates how we can all make a difference.

**BILL d'APICE,
CHAIR CALVARY MINISTRIES.**

Daryl Hale

LET LOVE BE YOUR ANSWER

It is not usual practice to share our patients' stories in this way. We are doing so in this instance at the explicit request of Daryl himself, who hoped his learnings and his story of redemption might be of some use or some inspiration to others.

Daryl Hale was a homeless person whose last days were spent in The Mary Potter Hospice at Calvary North Adelaide Hospital. He wanted to share the struggles and the joys of his life with everyone - to offer HOPE. He was profoundly affected by this opportunity to have his story written and shared...and to be accepted as he was.

Mary Hudson,
Volunteer Biographer on behalf
of the Biography Service,
Calvary North Adelaide Hospital

INTRODUCTION

People were genuinely touched by Mary Potter and her story. The immediacy of her energy, her decisive intuition and her practical kindness communicated a hospitality that healed isolation.

Daryl's passion and humility, his determination that his dying be life-giving for his children and we who read his story, also communicates a similar hospitality.

Both stories speak of the hospitality of God who goes to absurd lengths to find the least of all, and then spends every remaining resource on a lavish party to celebrate the finding!

I love Daryl's freedom. He doesn't care what anyone thinks about him; everything that has happened to him is for the benefit and good of others. The excerpt below from Daryl's biography is possible because of the generosity and dedication of Daryl's biographer, Mary Hudson. We thank Mary for helping Daryl share his life with us and others.

"We know that all things work together for good for those who love God, who are called according to his purpose."
(Romans 8:28)

Mark Green, National Director of Mission.





Daryl Hale.

“I speak the truth as I know it to be... it is one word for all people. But because I have such a deep love for Matt and Clare*, it's the holy spirit functioning in me to present this story to them. I'm sure that in all wisdom they will make use of it... for everybody.”

*Captain Matt Reeve and Clare Reeve, Salvation Army officers.

I was born on 21 January 1950...We lived in the sand hills in a caravan in what is now Largs Bay. It wasn't long after we received a temporary home which was South Australian Housing Trust. It was like a Hardi plank asbestos type home on stilts.

My father drove semis and he was away a lot of the time. Dad could be a pretty violent man and a very, very jealous man. So from a young age he never really approved of my mother and my relationship. I think he was jealous because Mum would always put me first in life. I am an only child.

As I grew up, he abused me in ways that would hurt my mother. It wasn't so much to hurt me, but it was to hurt Mum. He would get a strip of leather and a razor blade and he would slice it into a whip and soak it in salt water and he would lay into me with it.

Basically in all my life, most arguments and fighting and brutality I ever had in my life stemmed from my father and myself. It wasn't...with other people... I remember the night I was called in and Dad was dying. I was told he won't see the next day.

At his bedside, I said to him, Dad, You are not going to be seeing tomorrow. He turned and he said to me, Son, as much as I would love to say it, I have no time to say it... and that's why I believe in saying what I have got to say now before it's too late. Do it in the living years... you can't do it when you are dead.

ADELAIDE TO TASMANIA

I decided to go to Tasmania for a fresh start in life. I was about 40 years old and I was with another woman at the time. Over in Tasmania there was a domestic violence law that if you had any troubles at home, the man must leave the house for the night. To 100 percent to the best of my knowledge I had done nothing wrong. She called the police and the police said I had to leave, but I had nowhere to go.

They made some phone calls to the police station and they never knew what to do with me. So they took me to this Pastor Neville Overton's home at the Community Church Davenport Tasmania, handcuffed to the door. They asked him would I be able to stay overnight. I got released into his care.

He said, 'Overnight? He can stay as long as he wants'. So he took me into his home and he showed me around his kitchen and the bedroom where I was going to sleep. All he said to me was, 'Son, he said, make yourself at home. There is a chapel downstairs and if you ever want to come down you are quite welcome'.

I stayed there for about three months and I could see how people respected one another and loved one another. That drew me downstairs to the first church service I attended. The first word that hit me was the word love. I asked him, How can I learn to love more? How can I turn my life around so it becomes a living part of me?

As I went to more services and I listened more, every word that I didn't understand I looked up in the Bible and I wrote it out. I got to a stage that I started to walk in faith and I started to trust in God and I believed in the power of prayer. One day I chose in faith to be baptised in to the holy spirit. So I got dunked!!!! I chose to be hailed Christian rather than any denomination.

BACK TO ADELAIDE

I think the greatest joy is when I left Tasmania because I was back on the wild and woolly side and I came to Adelaide.

I started to frequent all the church functions where they provided nurture and food and so forth. I went to Daughters of Charity, in Hutt street for lunch, I went to Pilgrim Church to fellowship and other different

churches. I stayed very close to the church. Five years ago I found myself in the Salvation Army. They have been absolutely wonderful to me. The Chief Executive Officer, Matthew Reeve and I arrived a week apart and our relationship has just grown so greatly you know. He is now my pastor, my friend, he's my brother, he's now my power of attorney, my beneficiary. Matthew has been just marvellous to me.

So for two and a half or for three and a half years I used to go there and minister to the people. Not as in Bible bashing but as just in sitting like the way I'm talking now so the message gets across. There was community spirit because all I want is the best for the next person. I basically do what I can where I can whilst I can. I walk in faith, trust in God and believe in the power of prayer.

THE HELP OUT CAMPAIGN

One day in the Salvation Army I was approached with what was going to be a joint venture with the Salvation Army and Messenger Press, Bendigo Bank and Channel 7 Today Tonight. We wanted to raise six lots of \$20,000 for six different projects like to help the women's shelter, to set up a place for youth and so forth. The hope was to raise \$120,000 in six weeks.

What they did is they took a photo of my face and my face became the full page of the Messenger Press. They wrote little stories regarding my life inside and different photographs so what happened was as time went on they printed three and a half thousand money tins and put my face around the money tins and distributed those.

They put placards up at the Bendigo Bank. Things started off slowly and different ones didn't think that we were

going to achieve the goal. But as I said to them, you usually find out that the bigger portions of money come in late. To our great delight we raised \$170,000. The generosity of the people. The different mission work was met which was wonderful.

At the end of it all, I asked Channel Seven would I be able to have one thing out of it all? They said what is it Daryl? We will grant it.

These are the words I spoke on Channel Seven on Today Tonight throughout the country: Something beautiful, something good, All my confusion He understood. All I had to offer Him was brokenness and strife. But He made something beautiful of my life.

LIVING IN CARRINGTON STREET

One of the greatest stories of all is when I was living in Carrington Street right alongside Hurtle Square. There was different programs going on like Bridge the Gaps programs, and a soup run was on through the winter. God just called me to be there and to help out.

At the end of the season, two of the ladies came up to me with a bag and they thanked me very much for my contribution. In that bag was two jars of jam. There was a man there with me... we were the last two there. I gave him one of the jars of jam. He was so filled with joy. To me it was like, you first have to enter the course and then you run the race, then you go on to achieve the prize. In the end, we both shared in that glory. That's the ultimate you know... that's how I am in my life here today. I just enjoy the moment. Just enjoy the moment. I am quite at peace, I have no fear of dying. To me it's just like I am going to wake up on the other side. But, as I sit here, I have much living to do and I'm not ready to die yet!!



“Daryl’s funeral was attended by his daughters and son. At the conclusion of the service men and women from all walks of life gathered outside to farewell him. It was very moving to see Matt and his wife dressed in Salvation Army uniform slowly walk down the middle of Pirie Street with the hearse following. Such a fitting end for such a wonderful man.”

MARY HUDSON
DARYL’S BIOGRAPHER.

MARY POTTER HOSPICE

People here at Mary Potter have been so wonderful to me. God has just truly blessed me along the way. He so truly has. This place here, I was living alone and I got to a stage that I just couldn’t cope and I got very sick. Palliative care got me here and it was touch and go for a while. The doctor didn’t know which way I was going to go. But he managed my case tremendously well. They certainly look after me. I am totally at home. Totally at peace and I just love it here.

As I am at the moment I am dependent on people now for most things. I have got to appreciate so many things that we just take for granted. I am sitting outside and I see a bus go by I think how wonderful it would be if I could just get on that bus and GO for a ride – Yeah!

What was the greatest thing was, I was accepted right from the start. Everyone has treated me wonderfully well. I attended the Mass service they had here last Tuesday. It was good. I believe in the Holy Communion, I truly do. Whenever, if I can participate, I do. It’s an intimate relationship with God isn’t it?

MY MOTHER’S BLESSING

When my mother was very close to passing on, I went up to Mum’s bedside and I said, Mum I need you to do something for me. She said, What is that son? I said, I need your forgiveness. She said, What for? There is nothing to forgive. I said, Mum, that is from your side but from my side I know all the hardships I have put you through. All the going without that you have done for me. All the times when I was in prison, you were always there for me and you always came to visit me. I need your forgiveness. She said to me, Son, if there is anything to forgive, you are forgiven.

And you know I was free from that day

forth? I never felt guilty ever since that day. Never have I felt guilt. I have just had that freedom in Christ. That’s like me today. I can’t hold a grudge against anybody. I’m just a forgiving person. Totally opposite to once upon a time, ha ha!! It’s a full life, a full life.

SOME FINAL THOUGHTS

In regards to my first wife, in a way, I have never stopped loving her. The same as my children. There is not a day goes by that I don’t remember my children. Naturally enough, because I remember them, I remember her.

I think in any relationship there is always going to be some sort of emotional bond. My hope for her and the children has always been that they might meet love along the way.

I just hope one day if they decide to come to and see me, and if they do reject me, it’s the old man they are rejecting and not the new. I don’t think they know the new man, they only know the old man.

My life is love for souls and comes down to introducing people to Jesus.... for people to grow to Lord Jesus and eventually to do the work of Jesus. We are all only Human so we can’t do all things. God gives us all business to do but He blesses human beings with the assurance we can do it. He doesn’t give us something we are not capable of. He doesn’t burden us or put pressure in those ways.

I’d also like to thank God for you because you have taken time out of your day for me; it is a marvellous thing. You put in the effort and without you I couldn’t have told this story. So it has become a blessing, for you, for me and for many others along the way.

Praise the Lord!!

Message from the Chair

It is with great pleasure that I commend to you this year's Annual Review. Both the standard and variety of work completed during this year has been significant and in keeping with our strategic plan.

It has been a privilege to chair the Board in a very progressive phase of the Calvary story. It is also my sincere pleasure to work with highly professional leaders and staff throughout Calvary to provide quality care for our clients, patients and residents. The provision of excellent clinical care and compassionate service of the highest quality by supportive staff and volunteers is central to our mission.

The mission we have inherited from The Sisters of the Little Company of Mary, inspires our commitment to healing and to the care we give to the communities we serve. Whether it be at the bedside, in our clinics, in our aged care and retirement living facilities or in the home, we are absolutely committed to the people who require our care.

This year we have really started to gain some traction in our new building developments and upgrades to existing facilities. We are now starting to see transformations occurring in our health and community infrastructure. I recently had the pleasure of opening the Riverina Drug and Alcohol Centre, a ten bed alcohol detoxification and motivation unit helping those in need. At Calvary we treat some of the most vulnerable people who struggle with addiction. I was inspired to meet the committed and professional staff members who deal with this challenging issue and who give our clients hope and compassion.

Calvary is a business that is powerfully independent, disciplined in its delivery and clear about its strengths and where its opportunities lie. With the entire health care system consistently under great pressure to reduce costs, we are required to do more with less. The issue of ageing in our population is also becoming increasingly significant. I believe Calvary is in a good position to respond to this ever growing and

important need, and we can rise to the challenge as our ageing population continues to grow.

Our hospitals, aged care and community facilities are very fortunate to have excellent assistance from a committed volunteer community. Our volunteers and fundraisers devote significant time to benefit the work of Calvary in caring for those in need. Being for others is a mission imperative that is highly visible in our volunteer workforce and demonstrated within this year's review. Calvary's volunteers support all of us to increase the quality of our patients' and residents' experience and we are most grateful for their gift.

On behalf of our Board, I thank members of the auxiliaries who operate within our hospitals. The funds these groups raise are significant, enabling us to provide leading edge care in some instances where funds are not otherwise available. Our Auxiliary volunteers are mainly seniors, and fortunately for us, they are loyal to the Calvary mission to enhance patient care and comfort where they can. Most importantly they are a visible part of the fabric of the hospitals they serve.

We also deeply appreciate and value the inspiration of the Venerable Mary Potter and the care, advice and guidance still provided by The Sisters of the Little Company of Mary. In particular, we acknowledge and thank Sister Bernadette Fitzgerald, LCM and her Council for their unwavering support of our work. Sister Bernadette is a leader who brings fresh ideas in spirituality and mission and in doing so helps to provide guidance to all in empowering us to develop our own passion for the Ministry of Christ.

We value the support and guidance of the Directors of Calvary Ministries Limited which, led by Mr Bill d'Apice, undertakes



John Watkins AM.

a critical role in the governance of Little Company of Mary Health Care.

The work of the Board of Directors never ceases to impress me. Their collective and individual talents are remarkable. I am proud to serve with such an enthusiastic, hard-working and inspirational group of people whose stewardship of this company is exemplary.

I thank and commend the work of CEO, Mark Doran and the National Leadership Team. They are professional in all they do and bring a wealth of knowledge for the benefit of all at Calvary. They are an experienced and capable team ably led by Mark who has an unswerving commitment to Calvary and all it stands for.

Finally, my sincere appreciation and thanks go to all of our staff throughout Calvary. Their work each day brings a human face to the mission of Calvary and they are our greatest ambassadors. Through their interactions and work each day, they are privileged to become part of the lives of people who call upon us for care. They make real the meaning of Being for Others. Thank you.

I commend everyone at Calvary for the many differences we have been privileged to make this year.

**THE HON. JOHN WATKINS,
AM, CHAIR.**

A Year in Review

This year 2015 marks 130 years since the Sisters of the Little Company of Mary arrived in Australia and commenced their important works. With a long and dedicated history of serving our communities, I am proud of what we are achieving as we continue the mission of the Venerable Mary Potter.

We are indeed a unique offering in the health care landscape, providing end to end services in hospitals, aged and community care. Our cover story is an example of how, during the delivery of our mission based services, we are enriched by the people we serve. The story is also a reminder of the vulnerability of people and those who are at risk in today's society.

This year we have made some great strides together while facing many health sector and private health insurance challenges. These occupied much of our time and tested our resolve as a team. Some issues may continue into 2016. I am certain, however, that in time these will be satisfactorily resolved.

Despite these challenges, we have continued our steady progress. In terms of clinical initiatives, we have progressed further towards becoming a learning organisation; establishing an improved safety culture with heightened measures of quality and safety; ensuring evidence-based practice is delivered and inculcated into policy and procedure; setting safe staffing levels, increasing the level of ICT-enabled clinical care; enhancing patient experience; and importantly, continuing to pursue excellence in end of life care.

When we, as recipients of care, come into contact with health, aged or community care services, we want to be assured that we're receiving the best care possible: care that is compassionate, reliable and safe, delivered by the most competent professionals, planned with us and involving us.

This year we have worked towards a shared vision, particularly with respect to high reliability. We assured sustained national safety performance levels, explored new models of care, fostered alliances to improve the way health services are delivered, and evaluated our

organisational culture to ensure our workforce is educated, efficient and flexible.

This year we launched Calvary Connect, an internal communications network promoting collaboration and connectivity throughout our business. There has been a steady increase in usage and ever increasing numbers of visits with seven old intranet sites closing and users seeing the value of the single new site. Calvary Connect will help us attain information integration, particularly the concept of a 'single source of truth' between our facilities and a single Calvary brand.

This year we also had significant progress in several key areas, including the use of 'smart' information technology; advancing our capital works program; further technology implementation in our services; as well as progressing quality based aged and community care initiatives for the implementation of the National Disability Insurance Scheme (NDIS). All this is helping to position us as leaders in Australian health care service provision.

The growing prevalence of chronic and complex diseases associated with an ageing population stretch our health systems. To help address this, Calvary is part of a number of alliances such as the NSW Hunter Alliance, an arrangement with the Local Health District and the Primary Health Network. During FY 2014-2015, the Alliance were pleased to secure innovation funding of \$2.3million from the NSW Ministry of Health, further supporting the Alliance's work to progress care in the last year of life; an important service in an ageing population. Additionally, we work together on integrated models of care and pathways for sustainable health care practice in the identified areas of Diabetes and Chronic Obstructive Pulmonary Disease (airways disease).



Mark Doran.

Our ability to make a real difference is driven by the quality and dedication of our people. More than anything else, our people are greatly appreciated and greatly valued.

We have a truly dedicated and loyal team of more than 12,000 staff and volunteers, who continue to deliver above and beyond to the people we serve – patients, residents and clients.

Each and every one of our people contribute to 'Making a Difference' in the lives of others, some of whom are featured in the 'Remarkable People, Making a Difference' section in this report. There are many more un-sung heroes in our services, who go above and beyond to deliver reliable, safe and compassionate health care.

Additionally, I am delighted to welcome Mark Green, National Director of Mission, to our National Leadership team. Mark is bringing new insights and energy towards driving our mission to be front and centre in all we do.

In closing, I thank Calvary Ministries, our Trustees, the Little Company of Mary Health Care Board and the National Leadership Team for their exceptional commitment, counsel and encouragement at every level of our mission throughout the year.

**MARK DORAN,
NATIONAL CEO.**



Calvary

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MAKING A DIFFERENCE INNOVATION & SERVICE DEVELOPMENT

“I am in awe of what they do,
we probably all are.”

John Watkins, AM and Chair of the Little
Company of Mary Health Care Board

Brendan McCorry, Manager, Drug and Alcohol
Centre, Riverina, Wagga Wagga.

verina Drug and Alcohol Ce





Kieran Carmichael, former Withdrawal Program participant, catches up for a coffee and a chat with Brendan McCorry, Manager.

New comprehensive service for recovery from addiction

John Watkins AM, Chair of Little Company of Mary Health Care Board, officially opened the new \$5 million Calvary Riverina Drug and Alcohol Centre in Wagga recently. The \$5 million 32 bed centre, provides an increase of 11 beds on the previous O'Connor House and The Peppers facilities as well as an expansion of services, including withdrawal and rehabilitation.

Mr Watkins said, the centre's staff were inspiring, **"I am in awe of what they do, we probably all are."**

In his homily, Bishop Hanna said, relationships were vital for a person's wellbeing. "Genuine healing occurs when the dignity and worth of every person is respected."

Calvary has provided drug and alcohol services in Wagga for 37 years and is one of the largest treatment centres outside of the capital cities. Calvary Riverina Hospital, CEO, Joanne Williams, said, the new building has allowed expansion to 22 rehabilitation and ten withdrawal management beds, the COPE Day Program, and detoxification and mental health support.

The Department of Health and Ageing's Health and Hospitals Program (Regional Priority Initiative) contributed \$3.4 million towards the centre. Calvary Riverina Hospital provided five house sites and the Calvary Drug and Alcohol Services Auxiliary, a volunteer fundraising committee, funded the fit out.

An innovative workplace training program in regional Cessnock generates 85% ongoing employment for local graduates

Kristin Smith, General Manager of Calvary Cessnock Retirement Community is a Cessnock local through and through. She is passionate about her town and being able to provide employment opportunities for the people who live there.

As one of the largest employers in the Cessnock region, Calvary Retirement Communities have designed and innovatively implemented a vocational education program, 'Locals caring for Locals' which aims to address some of the local employment challenges, such as lack of employment options, skills shortages in the aged care industry and employee retention rates.

Lead by Kristin Smith and the team at Cessnock, this tailored workplace training program aims at improving residents' experiences, whilst developing a sustainable, positive learning culture. This program is innovative in the way that it has empowered our leaders, educators and trainees within Calvary through the delivery of, "valuable learning pathways towards professional careers and job opportunities for locals in a rural area," Kristin explained.

The program includes a blended learning approach of pre vocational delivery, workplace based learning with mentors and formal assessments.

Callan Hawes, a Certificate III graduate, commented "The training provided was very inspirational! I gained in-depth knowledge via case studies, learning from experience and the opportunity to engage in learning that was fully practice-oriented."

Now in its fourth intake, the program is well-regarded within the community, with a high demand for places due to its high completion rates. 96.8% of people who commenced the pre-employment program successfully completed it and 85% of those gained ongoing employment via a traineeship - more

than double the employment target set by the funding body.

Key to the program's success is mentor and peer based learning, which gives the opportunity for experienced staff to be valued for their aged care contribution through mentoring the trainees. Kristin explained that "mentors gained formal qualifications with many going on to complete a Certificate IV Training and Assessment."

"We are very proud of Veronica Stevenson (pictured), who attained a Certificate III in Aged Care & Community Services. Veronica excelled in her course going on to receive the prestigious title of 2014 Novaskill Trainee of the Year Award."

"Veronica is a shining example of the benefits of the 'Locals caring for Locals' on the job training program. The program opened up pathways for

her to gain further education, and in the process, Veronica is also providing a valuable contribution to further enhancing the health and well-being of her community. These graduates are the future leaders in aged care."

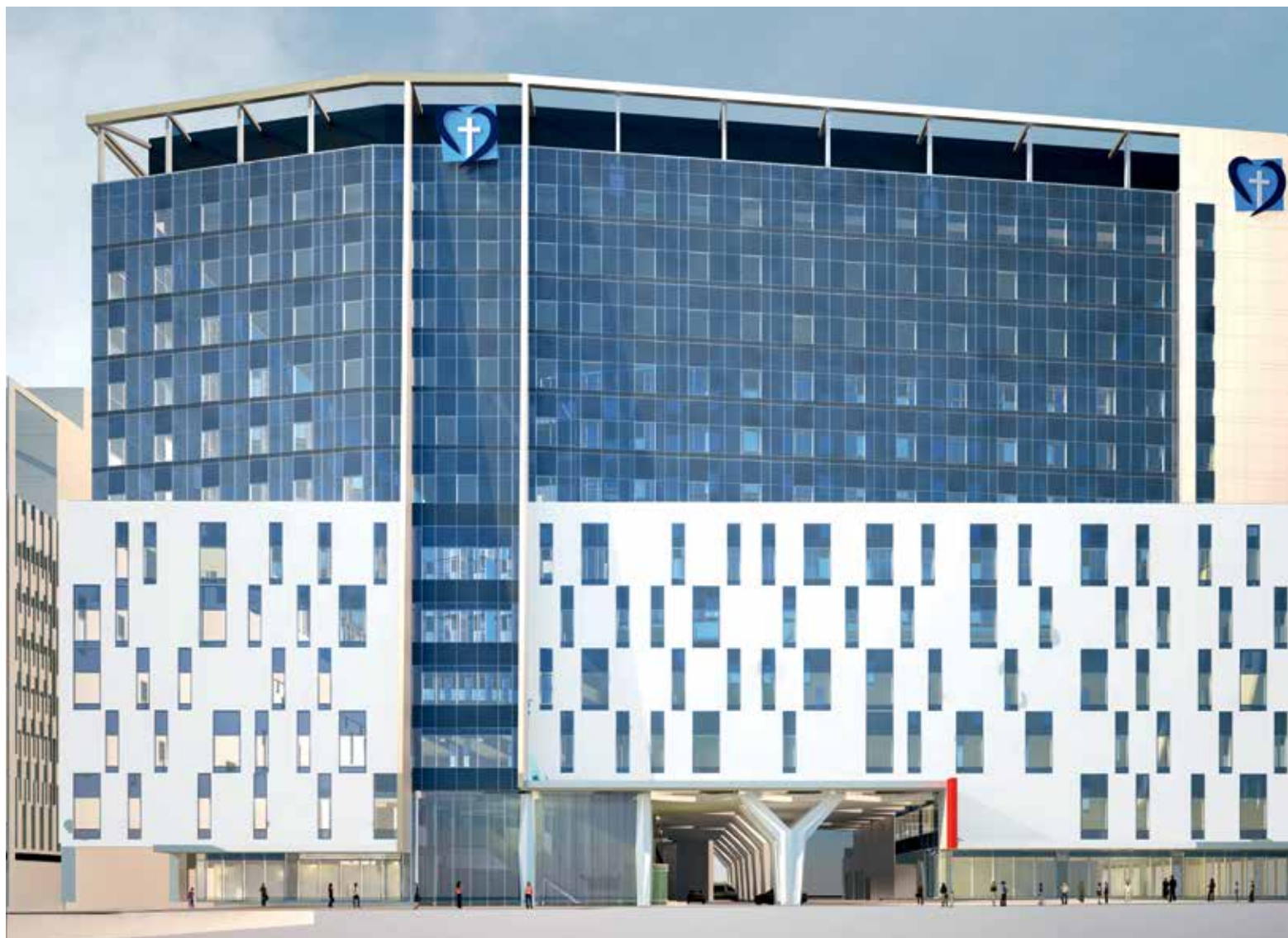
In addition, this innovative training program model has been extended and rolled out across other aged care Services within Calvary Retirement Communities.

"These graduates are the future leaders in aged and community care." Kristen Smith, General Manager, Cessnock Retirement Community.

"96.8% completion rates and 85% achieve ongoing employment"



L-R Sharon Claydon, Federal Member for Newcastle, presents Veronica Stevenson with the Novaskill 2014 Trainee of the Year Award.



Calvary Adelaide Hospital

Throughout 2014/15, Calvary progressed the proposal of securing a large new hospital in the central business district of Adelaide. The \$282.5m, 12-storey development on Angas & Pulteney Streets will replace three facilities: Calvary Wakefield Hospital, the Wakefield surgi-centre in Adelaide CBD and Calvary Rehabilitation Hospital, Walkerville.

The hospital, which is being procured through a local project development company, would see Calvary Adelaide

Hospital as the anchor tenant of the new facility and will provide up to 50% growth capacity for Calvary's existing hospital. The new hospital will have 347 inpatient beds as well as capacity for up to 50 day patient beds.

In October 2015, this development received Development Assessment Commission approval. The Board resolved to continue planning for the new hospital which is scheduled to open in early 2019.

Calvary Muswellbrook Retirement Community

Development approval was received from Council in 2015 for Calvary Muswellbrook Retirement Community. The new facility will incorporate a 65 bed Residential Aged Care facility to replace the Mt Providence facility also in Muswellbrook. 42 independent living units will also be built in stages on the site to provide ageing in place services for residents. Stage 1 of the development is expected to commence in January 2016.

Total investment required \$31.5m.



Calvary Bruce Private Hospital

This year saw detailed planning continue towards development of the new Calvary Bruce Private Hospital, ACT. The \$74m project, which received ACT Planning Development Approval in June 2015, will see the relocation of Calvary's existing private hospital from Xavier Building into a purpose-built stand-alone hospital, adjacent to the existing Calvary Clinic.

The new facility will open with 94 inpatient beds, 25 day only beds and eight operating theatres, enabling the hospital to significantly increase its services to the people in Canberra's rapidly growing Northern Suburbs. Building on Calvary Private's 28 year history, the new Hospital will continue to provide high quality surgical, medical and post-natal care, including a new Coronary Care Unit and High Dependency Unit.

Construction of the new hospital will commence in early 2016 and is expected to create more than 350 construction jobs before its completion in mid-2017. Repatriation of the existing private beds in Xavier Building will enable Calvary Public Hospital services to expand in accordance with the Calvary Network Agreement between Calvary Health Care ACT and the ACT Government.



Lenah Valley Tasmania

In March 2015, development consent was received from the Tasmanian Planning Commission to proceed with the new Operating Theatre, Day of Surgery Admission Centre (DOSA) and Central Sterile Services Department (CSSD) development at Calvary Lenah Valley Hospital.

The project will see a completely redeveloped operating suite including seven operating theatres, stage 1 and 2 Recovery Units, the new DOSA and CSSD Work commencing early 2016.

Total investment required \$17m.



Calvary Central Districts, Adelaide

Continued construction of the Day of Surgery Admissions Centre (DOSA) and operating theatre development. The new facility will greatly improve the patient journey with new enhanced patient facilities providing improvements in care coordination.

The \$2.5m project, includes significant improvements to the Hospital's operating theatres and central sterilising services department completed in October 2015. This project completes some \$15m capital investment delivered by Calvary to help deliver improved care at Calvary Central Districts Hospital since its acquisition.

St. Luke's Launceston

In April 2015, approval was given to expand Calvary St Luke's Mental Health Service through the addition of four inpatient beds to the Calvary Clinic. The additional beds will enable the Clinic to better meet the demand for private mental health services in Northern Tasmania, which has steadily grown since the services was introduced by Calvary in

June 2013. The expansion is also the first modular construction project for Calvary which will see the additional bed capacity available from December 2015. The new modular project sees the building pre constructed in Melbourne and shipped to Launceston already largely completed.

Total investment required \$1.49m.



NEW \$1.4 MILLION CARDIAC LAB

A new \$1.4 million cardiac catheterisation laboratory, used for the treatment of patients with heart problems, has been opened at Calvary Wakefield Hospital featuring the very latest in cardiovascular imaging and treatment.

This innovative service room has the latest in 3D imaging technology integrating ultra-sound, computed tomography (CT) and magnetic resonance imaging (MRI) images with live, in-situ imaging, displayed as a single image on a large 150cm colour monitor that patient and doctor can view.

The new examination room with the latest in diagnostic imaging equipment, which is used to visualise a patient's heart arteries or chambers of the heart, and treat any abnormality found.

The new laboratory will ensure our doctors can provide patients with leading edge technology and equipment for the treatment of cardiovascular disease, including cardiac stenting and neuro-intervention.

Also, the new lab enables doctors to instantaneously monitor and minimise patient radiation exposure, therefore significantly reducing the risk of any potential skin injury.

The lab's new digital image storage and reporting system improves the access and sharing of a patient's images and reports, allowing for faster decisions to be made regarding treatment, a significant advancement for better outcomes for patients and doctors. The new cath lab undertakes 1,600 procedures per year.

TRUEBEAM LIGHTING THE WAY IN NEW PROSTATE CANCER RESEARCH

Calvary Mater Newcastle researchers, in collaboration with Liverpool Hospital, Sydney, have developed a treatment option for men with prostate cancer using stereotactic radiotherapy, giving very high doses of radiation to the prostate, without the need for a surgical procedure.

PROMETHEUS is a clinical trial with patients being treated on the new TrueBeam machine, the latest and most advanced radiotherapy technology in Australia today, where the equivalent of two weeks of radiotherapy can be delivered in only 90 seconds.

The standard treatment before this new option was the use of high dose rate brachytherapy prior to a course of external beam radiotherapy. Unfortunately, this approach requires a surgical procedure to insert rods directly into the prostate, required a trip to Sydney, an anaesthetic and then recovery time.

Associate Professor Jarad Martin, Radiation Oncologist, Calvary Mater Newcastle, is leading the PROMETHEUS trial and hopes the early initial successes translate into longer term improvements for patients outcomes. Dr Martin said, "Men on this study are accessing leading edge technologies that have been brought together to minimise risks and maximise the chance of curing the disease. Final results are still some years off, however, the early data is very encouraging, with several other hospitals around Australia now wishing to join this study."

PINK SPOTLIGHT ON BREAST CANCER

An exciting project that has all of Newcastle talking is the illumination of the Calvary Mater in pink during breast cancer awareness month highlighting the significant impact of different types of cancer in our community, and importantly it serves as a reminder to be self-vigilant about cancer.

The Prosperity Pink Precinct, named after its lighting sponsor, Prosperity Advisers Salary Packaging, sees the hospital lit a stunning pink illumination throughout the month of October.

Projects of this nature are not considered part of a general hospital budget, however, the idea was loved and supported by another leader in her field, Megan Maybury, a Director of Prosperity Advisers, who thought it very important to assist the hospital to raise awareness about cancer and therefore support this initiative financially.

Megan said, "Our decision to support Calvary Mater Newcastle in its inaugural pink illumination was an easy one, and one we are proud to be part of."

"We know that the contribution we make as a Newcastle business to raise awareness, provides support and donations to cancer research are well spent locally."

The hospital's much-loved Auxiliary also contributed towards this project that now sees the hospital illuminated in an array of colours throughout the year.

This consistent colourful visual increases awareness and highlights the important role Calvary Mater Newcastle plays in leading edge cancer treatment and research.



Consumer Directed Care

MAKING A POSITIVE DIFFERENCE

The introduction of Consumer Directed Care (CDC) has enhanced our ability to support our clients to live independently and maintain connections with their local community.

Person-centered care, has long been a hallmark of Calvary Community Care's service delivery creating an ideal platform to embrace the new world of Consumer Directed Care (CDC) and the National Disability Insurance Scheme.

These new subsidised models of care encourage Australians to exercise greater control and flexibility over their independent living choices, care planning and support services through individualised funding models.

CDC has fostered greater transparency, collaboration and stronger partnerships with clients and encouraged greater involvement in decision making about their care and budget management.

Focusing also on wellness, re-enablement and goal setting, CDC encourages autonomy, independence and more flexible choices for all.

Systems play a large part in assisting us to provide the right care at the right time to the right client. Over the last year, we have reconfigured back office systems, consolidated software and streamlined processes to improve efficiencies in our service. A commitment to invest in resources, training and IT has further reinforced Calvary Community Care's ability to respond to the needs of the modern consumer in a variety of ways.

Effectively, our clients now have more choice and options. With more than 1,800 professional trained support workers, Calvary Community Care is leveraging our scale and experience to create a broader range of flexible, high quality services and product offerings.

GEORGETTE'S STORY

With the introduction of Consumer Directed Care, Calvary Community Care can be innovative and flexible in its approach to best meet a client's needs, including the introduction of something as simple as improved lighting.

Calvary Community Care client, Georgette Ziada loves to cook. Baking treats for the family is integral to her role as a grandmother and family matriarch, however deteriorating sight was limiting her ability to fulfil this function.

Georgette's Calvary Community Care Case Manager organised for fluorescent lighting to be installed in Georgette's kitchen, a simple change which has made a significant difference. To the delight of Georgette's husband George, and their family, she is now back in the kitchen cooking up a storm.

Consumer Directed Care through Calvary Community Care offers a wider range of services including pet walking, supporting elderly relatives at family weddings, improving digital literacy, travelling overseas, fishing trips and volunteering.



L-R Calvary Community Care client, Georgette Ziada, CEO and National Director of Calvary Community, Cheryl De Zilwa and Georgette's husband George.

MEASURING OUTCOMES FOR THE CLIENTS WE SUPPORT

Calvary Community Care staff and clients worked with Professor Tracey McDonald from the Australian Catholic University to successfully validate the Long Term Quality of Life (LTC QoL) scale in the community.

Originally developed for use with people living in residential aged care facilities, the project confirmed that the tool can also be reliably used for people living in the wider community.

Professor McDonald's research into quality of life determined that experiences of life quality are influenced by overall subjective feelings of well-being closely related to morale, happiness and satisfaction with life. The research also identified that quality of life is not driven by ill health, disability and frailty.

Case Managers and over ninety clients from across Calvary Community Care were engaged in the research. Case Managers were trained in the use of the LTC-QoL tool, the Geriatric Depression Scale (GDS), Mini Mental State Exam (MMSE) and the WHOQOL BREF. Client assessments were conducted twice across a three month period.

Evidence from the research supported validating the Long Term Quality of Life (LTC-QoL) tool for use in community care. The research partnership enables Calvary Community Care to use the LTC-QoL tool in practice to measure outcomes for the clients we support.



L-R Kylie Dickson and Marie Findlay from Community Care enjoying time outdoors at the local parklands.



The new Calvary Smart Home Showroom.

SMART HOME MAKING LIFE A LITTLE EASIER

We all know what it's like trying to open a jar when it just won't turn or do up a button in an awkward position when no-one is around to help. In April this year, Calvary Community Care launched an exciting new 'Calvary Smart Home' showroom.

Open to the public at Calvary Community Care head office in Melbourne, the showroom features a vast array of 'smart product' independent living aids in simulated bedroom, kitchen, bathroom and living room environments.

Cheryl De Zilwa, Calvary Community Care, CEO, says, "the showroom was created when we realised many people were struggling at home with simple tasks because they were unaware of the 'smart products' available to help them."

'Smart products' include independent living aids such as leg lifters, button hooks, adjustable beds, personal alarms, monitored sensors and fall detectors; kitchen tools including jar turners, kettle tippers and bathroom aids to assist with personal care. Sometimes it's just a simplistic device that can be a little bit of help that makes such a big difference to everyday living.

CALVARY COMMUNITY CARE LAUNCHES INNOVATIVE NUTRITION PROJECT

Collaborating with Flinders University, Calvary Community Care launched the 'Nutrition Project' to improve the physical health of residents at Vic Street, a supported accommodation facility for adults with a mental illness. The project was driven by the need to accommodate increasing incidence of diabetes as the residents aged.

The project involved tastings and trials as a new four week cyclical menu plan was designed to encourage a greater intake of fresh vegetables, dairy and standardised portion sizes. Recipes were carefully designed to encourage resident engagement in both the production and consumption of meals and included simple



Support worker Sharon Cross and client, Barry Walding cooking in the Vic Street kitchen.

to read instructions and visual elements. Education on food safety, equipment and budget management also formed an integral part of the overall project.

As a result of the Nutrition Project, the physical health and activity of Vic Street residents has improved, with one resident shedding over thirty kilograms across a six month period.



Barbara Parnell, Volunteer, Calvary
Riverina Hospital, Wagga Wagga.

A close-up photograph of a hand with a large, ornate ring holding a tall, slender, light-brown ceramic vase. The vase is filled with a bouquet of greenery and several large, spiky, yellow-orange flowers. The background is softly blurred, showing what appears to be a home interior with a framed picture on the wall.

MAKING A DIFFERENCE PEOPLE & CULTURE

“Our patients and their families are placing their trust in us because we are proposing treatment they can barely imagine in a location that is totally foreign and removed from their family and social network.”

Sandra Mahlberg, Calvary Bruce Registered Nurse and 2015 ACT Senior of the Year



Sandra Mahlberg
Calvary Bruce, awarded
ACT Senior of the Year.

Mission Most Accomplished

Calvary Health Care Bruce staff member Sandra Mahlberg, RN, is the ACT coordinator for Rotary Oceania Medical Aid for Children (ROMAC), and has been recently recognised the ACT Senior of the Year in the 2015 Australian of the Year Awards.

ROMAC has been in operation for over 25 years with its volunteers using their time and expertise to run the program which encompasses all the Districts of Australia and New Zealand. Assisted by eminent Australian and New Zealand surgeons who donate their time for the treatment of children, this humanitarian program has provided over 400 children from more than 20 developing countries with urgent medical treatment that has given them new hope.

As ACT Senior of the Year, Sandra hopes that she can make the community more aware of the ROMAC

program and expand the work to enable more children from Oceania to be treated and given hope.

"It's tragic that so many children across Oceania are afflicted by congenital or acquired conditions and illnesses that are rarely seen in Australia, and if seen, are immediately treated. The people of Oceania are accepting and resolute, they love, care for and deal with children who are born with illnesses, disability and abnormalities.

"Through a variety of sources across Oceania, including Government officials, clinicians, faith representatives and even sometimes Rotarians on holiday or business travel, we find out about sick or disabled children.

"From there we start to formulate a treatment plan for each child and pull together the right people, places and services to make the plan happen. At

the minimum, this requires surgical, medical, nursing, allied health and rehabilitation services. And of course, practical considerations such as transport and accommodation.

"There are also pastoral considerations including faith, social and cultural beliefs and traditions. Our patients and their families are placing their trust in us because we are proposing treatment they can barely imagine in a location that is totally foreign and removed from their family and social network."

The values of Hospitality, Healing, Stewardship and Respect are not only self-evident in ROMAC's work but fundamental to its existence and sustainability. Calvary is proud of Sandra, and Calvary is committed to assisting her and the ROMAC team in extending their programs to more people.

Remarkable People Making a Difference

LINDSAY HEWSON NSW HEALTH INNOVATION AWARDS VOLUNTEER OF THE YEAR CALVARY KOGARAH

Lindsay Hewson joined the Calvary Kogarah Volunteer Team in 2012 and has worked with staff, patients and clients on many excellent projects across the hospital. Lindsay produced the DVD "Inside MND", a series of four educational DVDs that tell patient stories about living with MND symptoms to increase awareness of this debilitating disease.

Lindsay also offers his time generously to patients who wish to capture their memories and record messages for family to treasure, spending hours archiving patients' precious photographic memories and videos as personal keepsakes for the next generation. Lindsay's personality and his ability to easily connect and interview patients and families in regard to their experience has been the key to the success of his work.

An exceptional volunteer, Lindsay's skills have helped many at Calvary Kogarah. The Calvary Bereavement staff have also benefitted from Lindsay's experience assisting them with their Bereavement booklet 'Death and Bereavement guide for cultural beliefs and rituals'. At the NSW Health Innovation Awards on, October 31st, Lindsay was named Volunteer of the Year.



L-R Lindsay Hewson receives the NSW Health Volunteer of the Year Award from the Hon Jillian Skinner MP, Minister for Health and Minister for Medical Research.

Image supplied courtesy of NSW Health.

REVEREND FATHER TERENCE JOHN RUSH OAM - CALVARY HOBART

Congratulations Reverend Father Terence John Rush OAM on his prestigious award of the Order of Australia Medal in the General Division, for service to the Catholic Church in Tasmania. Father Terence has been a Chaplain at Calvary Hospital Hobart 1988-1998 and Calvary is deeply appreciative of the commitment and support that he has given to improve the life of others.

Making a difference to the lives of people and their families affected by illness and who are in need of support exemplifies Father Terence's contribution to the values of Calvary in his work at Calvary Hospital Hobart.

Calvary Board and Management are proud and honoured to have had the privilege of Father Terence's significant service to the community of Calvary Hospital. An outstanding contribution in the core work of continuing our mission in health care and the community.

FLORA WICKHAM OAM - CALVARY KOGARAH

Flora Wickham, a volunteer with Calvary Kogarah, was awarded an OAM this year. Flora has given more than 30 years of service as a Calvary volunteer and considers hospital volunteering as a labour of love.

Flora's contribution is significant to voluntary work in health care in the Kogarah community, she is a long standing member of the team contributing to the day to day work of a busy hospital, ensuring patients, staff and families are well cared, "I love people and I'm honoured that I've been allowed to do it," says Flora.

The value of hospitality is exemplified in Flora in the work she does for the patients and everyone at Calvary Kogarah.



Maggie Sulman OAM, Volunteer, Calvary Mater Newcastle.

MAGGIE SULMAN OAM CALVARY MATER NEWCASTLE

One week short of her 49th birthday, Margaret 'Maggie' Sulman suffered a brain haemorrhage due to a ruptured aneurysm. Two brain operations left her feeling worried about what the future may hold however, instead of worrying, she changed her life path to embrace her new circumstances.

Prior to this happening, Maggie was a very active mum and wife, constantly on the go with sport, family and a great social life. The hospital gave Maggie support during this time to get back on track and she has repaid that generosity by volunteering ever since.

Part of the fabric of the hospital, Maggie has volunteered on a full and part time basis throughout the years, contributing greatly to help patients, visitors and staff.

Maggie has organised Christmas carols, patient transport, wig fittings, patient visitation, hospital functions, large scale mail outs and she was a key part of the hospital redevelopment where she assisted patients and visitors to find their way during the long construction period. Everyone knows Maggie, she is an institution. A dedicated Calvary Mater Newcastle volunteer of 23 years, she is one of life's great survivors!

Image credit: Photograph courtesy Rob Tuckwell Photography.

Wendy Cloake
Calvary Mater Newcastle.



WENDY CLOAKE - 'ENROLLED NURSE OF THE YEAR' NSW HEALTH EXCELLENCE NURSING AND MIDWIFERY AWARDS. CALVARY MATER NEWCASTLE

Wendy Cloake is an Enrolled Nurse in the specialty of oncology at Calvary Mater Newcastle. Wendy has been working as a nurse for over 28 years, almost half of which has been in the oncology ward at Calvary Mater Newcastle. Wendy's philosophy is, if you can improve one hour or one day for someone who has cancer or who is dying of cancer by making them more comfortable or helping them in some small way, then that's what the job is all about.

Working in oncology is not just about the clinical aspect of care but is also about the patient's quality of life and their social support. Wendy feels very grateful to work with oncology patients and commends the team she works with saying, they are great people who care about what they do.

Wendy is a very fine example of a selfless caring nurse. It is obvious that she puts her heart and soul into her job. Wendy received her prestigious award at a ceremony held at NSW Parliament House on 11 September 2014.

SUZANNE MCGUINNESS-BUTLER - 2015 RSL ANZAC OF THE YEAR AWARD

Every day in the news we see people doing things that we consider remarkable, but those people are very humble and self-effacing when asked about their actions. Suzanne McGuinness-Butler, the Veterans' Liaison Officer at the Calvary Bruce Campus exemplifies this.

Suzanne's commitment to Veterans from all services experiencing various health issues, represents all of Calvary's values in action. Daily, she works with Veterans and Veterans' representatives to identify their needs, and then plans ongoing and sustainable arrangements to ensure the Veterans and their family's well-being.

In April, the Returned Services League of Australia (RSL) announced Suzanne as the recipient of an RSL ANZAC of the Year Award, one of only seven such awards presented to people across Australia. The award was presented to Suzanne by Dr Brendan Nelson and Rear Admiral Ken Doolan AO RAN (Retired) at the National Congress of the RSL in Canberra in June.

Suzanne says, "Without exception the Veterans are proud and resilient people, so often my greatest challenge is to just make them realise that 'we can all use a hand sometimes'. We are fortunate that we can provide high quality contemporary clinical services to our Veterans."



Suzanne McGuinness-Butler,
Veterans' Liaison Officer,
Calvary Bruce Campus.

Calvary Aboriginal and Torres Strait Islander Liaison Officers; Betty Callow and ACT NAIDOC Community Spirit Award recipient Sally Fitzgerald.



SALLY FITZGERALD - 2015 ACT NAIDOC COMMUNITY AWARD

Sally Fitzgerald, the recipient of the 2015 ACT NAIDOC Community Award, is a Muruwari woman who works as the Aboriginal and Torres Strait Islander Liaison Officer at Calvary Bruce. Sally was recognised for her work with the Aboriginal and Torres Strait Islander Communities in the ACT and District over the last four years in particular strengthening the delivery of palliative care to the Indigenous communities in ACT.

Sally provides excellent culturally appropriate care to Indigenous patients at Calvary Bruce. Sally is respectful and caring and has established a strong cultural presence at Calvary Bruce, whilst ensuring that there is follow through care and connection for Indigenous clients. Sally excels in her role as Aboriginal and Torres Strait Islander Liaison Officer. Sally is also the Chairperson for the Aboriginal Catholic Ministry for the Canberra-Goulburn Archdiocese and is the ACT representative for the National Aboriginal & Torres Strait Islander Catholic Council (NATSICC).

Through the Aboriginal Catholic Ministry, Sally has extended a hand of friendship to people from many backgrounds to celebrate culture whilst ensuring a strong Indigenous presence at St Benedict's in Narrabundah.

KIM ROSSI AND MARGARET BOTTRILL - HUNTER REGION VOLUNTEER TEAM OF THE YEAR - CALVARY MATER NEWCASTLE

Calvary Mater Newcastle's Wig Service volunteers were named the Hunter Region's Volunteer Team of the Year at the 2014 NSW Volunteer Awards ceremony recognising outstanding service in volunteering.

The Wig Service is a highly individualised service run by two very talented and dedicated volunteers, Kim Rossi and Margaret Bottrill, providing a free personalised wig fitting service for the hospital's patients who lose their hair through cancer treatment.

Kim and Margaret make the experience for patients and families very personal and are a great support in helping to boost the confidence of our patient clients. The team often say "don't underestimate the importance of a wig in the whole care of the patient."

The hospital's Wig Service was founded in 1986 and since then has gone from strength to strength thanks to a dedicated team of volunteers throughout the years. Kim and Margaret have been the cornerstone of the service for the past seven years, never missing a beat to provide the hospital's cancer patients with a great reliable service.

THE HONOURABLE MICHAEL ROCHE AM

Calvary congratulates The Honourable Michael Roche AM, a recent recipient of an AM medal in the General Division of the Order of Australia for his significant service to the community through a range of maritime, education, healthcare and sporting organisations, and to public administration. Michael is the Deputy Chair (since 2010) and a board member (since 2008) of The Little Company of Mary Health Care Limited.

THE HONOURABLE JOHN WATKINS AM

Calvary congratulates its Chairman, The Honourable John Watkins AM, a recent recipient of an AM medal in the General Division of the Order of Australia for significant service to the community through leadership positions with health organisations, to tertiary education, and to the Parliament of New South Wales.

As a Board member, John is a significant asset to Calvary in his guidance of our organisation. His contribution is outstanding and we are honoured that John plays a key part in the stewardship and development of Calvary. John, who became Chair of the Little Company of Mary Health Care Limited board in 2010, is also Chief Executive Officer, Alzheimer's Australia NSW, since 2008.



John Watkins AM.

Hospitality for those from across the sea



Carol Nagy, MSF Team Leader and Registered Nurse at Calvary Lenah Valley, aboard 'Poseidon' search and rescue ship.

MEET CAROL NAGY, THE AUSTRALIAN NURSE ON BOARD A REFUGEE RESCUE SHIP OFF LIBYA

On-board the MY Phoenix, a voice crackles over the radio: "There are at least 30 deceased below deck."

The Swedish Coast Guard ship, Poseidon, looms large ahead of us, an old wooden fishing boat strapped to its side, hundreds of people squeezed together on top, dozens of corpses trapped underneath.

On the bridge of the Phoenix, Medecins Sans Frontieres (MSF) medical team leader, Carol Nagy, an Australian, is working two radios. On one she is listening to a briefing from an MSF doctor who has just rushed in an inflatable from the Phoenix to the Poseidon to provide medical support to the refugees. On the other, she is in touch with the Italian navy authorities, co-ordinating the medical evacuation of a dangerously ill man from the refugee boat.

By the end of the day, the Poseidon had left the coast of Libya with more than 500 refugees on board, the death toll had been revised up to 52 and another 415 refugees had been rescued from a second wooden fishing boat to the safety of the Phoenix.

There are six MSF staff on the Phoenix, including a doctor and two nurses. They support the search and rescue team from the Migrant Offshore Aid Station, the newly formed NGO that runs the Phoenix's operations

Back in Australia, Ms Nagy, 57, is a nurse in the critical care unit at Calvary Hospital in Hobart, dividing her time between local health care and her humanitarian work with MSF.

This is her third run on the Phoenix, which since it started its operations in August 2014, has participated in the rescue of more than 10,000 refugees.

"Generally people get on the boat in Libya at 2 or 3am ... by the time we get them it is nearly two days since they have had something proper to eat and drink," "They arrive exhausted, dehydrated, scared and disoriented."

"Usually the guys have had some kind of trauma during their stay in Libya. They might have lacerations - we see people with gunshot wounds, we see people who have sustained fractures after being beaten, particularly with iron bars ... more and more we see people sustaining chemical burns from the fuel mixing with the water at the bottom of the boats that soaks their clothing."

Ms Nagy's work with MSF has taken her to some of the world's most troubled regions, from the enormous Dadaab Refugee Camp on the Kenya-Somalia border, to Gaza.

"The impact of what we have seen over the last couple of days really brings home how unpredictable and dangerous this crossing is," Ms Nagy says.

"People know this, but they are still willing to take that risk because they feel they do not have any other option."

Carol Nagy image and story supplied by Fairfax Syndication.

CALVARY HOBART THINK GLOBALLY, ACT LOCALLY

The global refugee crisis affects all of us no matter what nationality we are. Calvary Hobart's Think Globally Volunteer Locally, Community Connections Project, acknowledged this growing world-wide crisis with a day out to support the local displaced community on the majestic Hobart waterfront in January 2015.

35 people including families of local refugees and asylum seekers, Calvary staff, Migrant Resource Centre and Red Cross staff all headed out onto the Derwent for a four hour excursion around its scenic harbour to acknowledge the current crisis and its impact globally.

David Watson, owner of Ambulance Private, captained his boat Serenade, for the group. To acknowledge our guests aboard songs were sung, some in Afghani, some in English. Together the group played games and importantly did lots of chatting and mingling.

Belinda Clarke, Director of Mission, Calvary Health Care, Tasmania, St John's Campus, said, "As I looked over at my daughter sitting on board Serenade laughing with a group of Afghani asylum seekers and trying to sing an Afghani song, I was reminded that no matter if we are from Burma, Afghanistan or Australia we all enjoy having time to be together, sharing stories, sharing food and having a good laugh. This is what makes us truly human and truly alive."



Afghani asylum seeker.

Volunteers, Calvary St Francis Retirement Community, Margaret and Max Brown.



LONG TIME VOLUNTEERS DEDICATED TO THEIR RETIREMENT COMMUNITY

"It's the simple things that give the most pleasure," according to Max and Margaret Brown, lifelong volunteers and residents of Calvary St Francis Retirement Community.

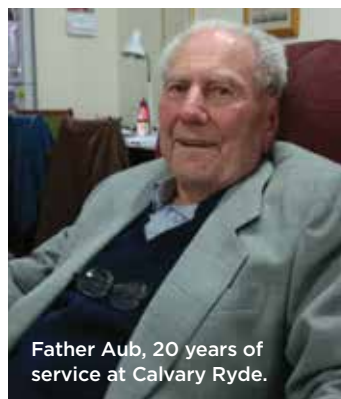
Max has been volunteering for over 60 years at aged care facilities across the Newcastle region, 20 years of which at Calvary, whilst Margaret has been volunteering for 30 years, over 10 of them at Calvary. Now as residents they are immersed in their volunteering, which stretches beyond their Independent Living Village to include the co-located Residential Aged Care Facility at St Francis.

Their volunteering work is impactful, bringing companionship, cohesion and most importantly fun to their fellow resident's lives. Max drives the facility's bus on social outings, while Margaret is the organiser and cook; compiling the monthly social calendar, organising morning teas and craft groups and baking up a storm in the

kitchen! Whatever the job, they are both love making a difference in their community, as Margaret says "It's not just a community but a family to us."

Margaret emphasises that volunteering is all about "Using your talents and capabilities to help others." Max's talent (and love) is driving buses, for him the bigger the vehicle the more fun to drive, whilst Margaret uses her caring nature to foster the St Francis community spirit. Together they coordinate a social calendar that would make their grandchildren jealous - with high teas, happy hours, interstate bus trips and themed barbeques.

As Margaret explains, she is "Not a care person but a person that cares and sometimes all residents want is someone to talk to." They both agree that the most rewarding part of volunteering is making others smile. Their dedication to volunteering embodies the Calvary spirit and brings more than a smile to the face of our organisation.



FATHER AUBREY'S DEDICATION TO HELPING OTHERS

In June 2015 Father Aubrey Collins officially retired from the ministry and his post at Calvary Ryde Retirement Community as the Chaplain in residence, a role that he has held for the past 20 years.

Rev Aubrey Collins MSC joined the Missionaries of the Sacred Heart seminary in 1950. Following ordination, his first posting was to Darwin where he would spend the next 20 years. Following this time, Father Aub travelled all round Australia working on missions and preaching to remote communities for over 20 years.

Returning to Sydney in 1995, Father Aub settled at Calvary Ryde providing Chaplaincy services and support to the residents and their families. His support included conducting mass up to three times daily for the independent living and residential care facility residents.

Father Aub recently shared some of the most rewarding parts of his role at Ryde saying, "To be able to help and support the very elderly in their closing years and days was very special."

Father Aub reflected on the residents he had met over the years and the importance of building a loving environment where residents of the retirement community develop inter-relationships that are positive and encouraging.

Father Aub's motto in life is from Frank Sinatra hit, 'I did it my way'.

Calvary Ryde Retirement Community would like to thank Father Aub for his life's work and the contribution he has made to the residents and staff over his 20 year tenure.

PALLIATIVE CARE CONFERENCE VOLUNTEERS LEARN FROM THE BEST

On 29 May, 146 volunteers from all over NSW, including 14 from Calvary, attended the Biennial Palliative Care Volunteer Conference in the beautiful surroundings of the Nan Tien Buddhist Temple in Wollongong.

It was a wonderful opportunity to share experiences and network with our fellow volunteers while listening to, and participating in, various sessions from several excellent speakers including Professor John Kearsley, Director of Oncology St George Hospital, Dr Michael Barbato, Palliative Care Physician, Michael Dash, Bereavement Counsellor and our own Mary Ashton, Manager, Pastoral Care Calvary Kogarah.

Their messages were positive and inspiring, and their personal stories and insights also reflected many of our own experiences. After lunch, there was a choice of activities in the peaceful grounds to nourish our bodies and souls – walking meditation, tai chi, hand massage and tea ceremony.

While the theme of the Conference related to the patients we are privileged to care for, it also emphasised the importance of 'care and compassion' for ourselves. Fittingly, at twilight we made a pilgrimage up the hill to the Ancestry Bell which was rung by each participant in honour of our patients which saw the conclusion to the end of a spiritually uplifting day.



Student Catherine Beltran, pictured with her work "Death is in Life, Life is in Death" at the Exhibition opening.



STUDENTS LEARN ABOUT LIFE AND DEATH THROUGH ART

This year 35 students from Sacred Heart Girls' College Oakleigh, Melbourne, visited Calvary Bethlehem as part of an immersive experience at the palliative care facility in Caulfield.

The project is the latest example of Bethlehem's commitment over the last few years to engage with schools in projects aimed to open up discussion about palliative care, death and dying.

The program aims to remove the stigma attached to death and dying to build resilience in the community to enable conversations about end of life that ultimately helps to improve quality of life.

Producing artwork in a variety of media, the 35 students exhibited in

five libraries across the south eastern and bayside suburbs. Each artwork is accompanied by a 50 word testimonial by each of the girls describing their personal insight, work produced and aim to remove stigma, whilst creating understanding about the issues faced at end of life.

From this excellent project, a film has been produced that looks at the issues that arise at end of life and looks at the way in which students have addressed and embraced this challenging subject matter. Next year, the film will be presented to secondary schools across Melbourne to engage young students on this important issue.

The artistic responses by the year ten girls to this challenging material in this year's program has been nothing short of inspirational.



People

10,323 Employees

**5,004 Nursing,
Medical and Allied
Health Employees**

**1,844 Community
Care Employees**

1,401 Volunteers

At a glance

(as at 30/6/2015)

Calvary Employee Engagement Survey 2015

**9,308 Surveys
Distributed**

6,333 Respondents

**2,047 messages
to the NCEO**

68% response rate

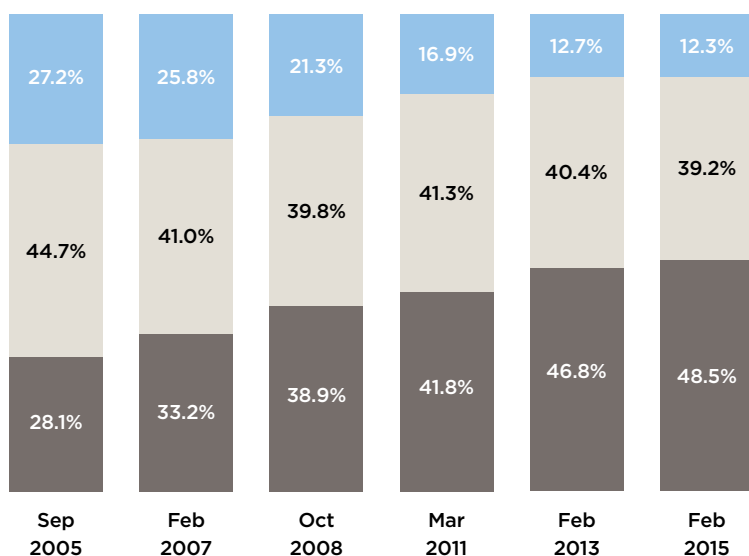
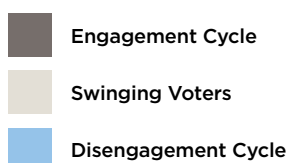
**64% of respondents
think we are a “truly
great place to work”.**

**81% of respondents
say that the spirit of
Calvary exists within
their Service**

Every two years Calvary surveys its employees to assess the culture of Calvary and its:

- + ENGAGEMENT
- + VALUES AND BEHAVIOURS
- + LEADERSHIP
- + QUALITY AND INNOVATION
- + SAFETY
- + CONSUMER OUTCOMES

We are very pleased with the steady and sustained improvement in workplace culture at Calvary depicted below.



We included some additional questions relating to patient/resident/client safety in the 2015 survey which gives us a benchmark to measure against as we step up our focus of quality and patient safety.

Our efforts in workplace health and safety were recognised with positive improvement on the results of the last survey. We now have 80% of respondents saying workplace safety is a priority for management (76% in the previous survey).

We also had positive feedback on the impact of the investment in innovation and technology. The initiatives we asked about included: Calvary On-Line Learning; MyKiosk – the employee portal for people systems; and Calvary Connect the new communication and collaboration platform.

Work Health and Safety (WHS)



WHS Policy statement is available at www.calvarycare.org.au

WHS SELF INSURANCE

Calvary is a self-insurer for workers compensation in South Australia. At the end of 2014/15 our self-insurance licence with ReturntoWork SA (formerly WorkCover SA) was renewed for a further three years. As part of the renewal process ReturntoWork SA conducted extensive work health & safety and injury management (WHS&IM) audits based on the National self-insurer OHS Management System Audit Tool and the Code of Conduct for self-insured employers (SA).

WHS INTRANET

With the implementation of Calvary's new intranet system 'Calvary Connect', a significant effort has been invested in the development of WHS resources and tools. All Calvary employees now have a central location, a one-stop shop, where they can access reference material and links to all relevant policies, procedures, forms and databases.

The new intranet also contains team sites that provide our WHS&IM personnel with a place to collaborate and share information and resources across Calvary services.

A key feature of Calvary Connect is the document libraries for core WHS records, such as committee minutes, workplace inspections and risk assessments. These libraries allow WHS activities to be centrally monitored and also allow relevant records to be filtered to respective services, enabling all staff to have easily accessible information.

WHS ACTION PLAN

Calvary has now established an online WHS action plan across all services. The action plan allows services the ability to record WHS related actions generated from audits, risk assessments and inspections. The system emails relevant people when they are assigned an action and also sends a reminder when the action is due. The new system creates accountability and visibility regarding WHS actions, and allows managers the ability to monitor and track the close out of actions.

WHS RESPONSIBILITIES, AUTHORITY AND ACCOUNTABILITY

During 2014/15 Calvary developed and published a work health and safety responsibilities, authority and accountability (RAA) table. This document is designed to clearly define WHS responsibilities and authority to act for positions at all levels of the organisation. Calvary managers complete an online training module requiring them to acknowledge their understanding of the RAA table.

PROGRAMS

As part of our continual improvement in WHS processes, Calvary has been working on a number of targeted projects, including:

+ Work Instructions/Safe Work Method Statements The project aims to improve the quality of WHS related work instructions and Safe Work Method Statements (SWMS) and removes duplication across the organisation. As part of the program,

new work instruction and Safe Work Method Statement templates have been created, along with an associated training module. As part of the quality control all WHS work instructions/SWMS are now loaded into a central library where they can be approved by one of the national WHS team. This new document library also allows all WHS staff to score the quality of published documents using a five star rating system.

+ Manual Handling Project

As with other health care providers, the majority of our work related injuries are manual handling related. Within Calvary, manual handling incidents account for approximately 48% of all injuries and up to 65% of workers compensation costs. Therefore, this program aims to minimise the ongoing risk of manual handling injuries by introducing standardised training and tools across the Calvary group.

Previously there has been inconsistency between Calvary Services, with multiple manual handling initiatives and training programs, of varying quality. These differences have resulted in varying performance levels between the services related to manual handling incidents and related compliance.

The program has been designed to roll-out progressively, starting with high risk clinical areas and working toward the lower risk areas. Our private hospitals have taken the lead in implementing the program, where all peri-operative staff have completed the training modules and on the job competency assessments. The programs will be progressively rolled out across other roles and service streams in due course.

Areas that have implemented the program to date have already shown significant improvements with the reduction in injury rates and cost over 60%.

2014/2015 Snapshot

**1,643 Workplace
inspections
completed**

**1,285 WHS
improvement actions
completed**

**151 Chemical
risk assessments
completed**

Workplace Health & Safety (WHS) Performance Measures

Calvary has achieved marked improvement over the past three years in its WHS performance, with steady reductions in injury rates. During 2014/2015 Calvary achieved a 19% improvement on LTISR and an 11% improvement for our LTIFR, MTIFR, and AIFR.

LTIFR	Lost Time Injury (LTI) frequency rate is the number of LTIs per 1 million hours worked
MTIFR	Medical treatment injury frequency rate is the number of MTIs per 1 million hours worked
AIFR	All injury frequency rate is the number of LTI + MTI per 1 million hours worked
LTISR	Lost time injury severity rate is the number of days (shifts) lost per 1 million hours worked

Learning & Development at Calvary

The Calvary eLearning portal continues to facilitate online induction and training to meet compliance requirements, self-directed professional development opportunities and assists with change management strategies when implementing new systems and processes.

As part of the implementation of Calvary's Palliative and End of Life Care Competence and Education Strategic Framework, two online foundation modules were developed focusing on working and communicating with people experiencing grief and loss. Within twelve months, over 9,000 staff and volunteers have completed these modules: from volunteers to CEOs; community carers to acute care clinicians, more than three quarters of Calvary staff now have a shared understanding of grief and loss and some fundamental communication skills in this highly specialised area of care.

These two foundation modules are now incorporated into the national orientation program for all new staff. This is a significant step in building community capacity in palliative and end of life care.

With volunteers classified as employees

in the new WHS legislation, it was important that they had access to induction and training that Calvary could monitor. Volunteer details are now uploaded to the payroll system.

This in turn gives volunteers an automatic log in to our eLearning portal and therefore access to relevant courses. The National Induction Program was modified to meet their needs and is now included as part of the volunteer's induction, either self-directed or in an instructor led environment dependent upon the individual's confidence with online learning.

Calvary continues its partnership with the University of Tasmania providing HECs free nursing scholarships with 158 staff enrolled in 2015 in post graduate studies. Calvary has also partnered with Open Universities, Australia, delivering financial benefits to all staff with tertiary and vocational online courses.

Course Snapshot

Number of Staff Completed 2014/2015

9,264 Calvary National Induction Program

4,457 Calvary Connect

INTRODUCTION TO THE NEW CALVARY INTRANET

9,557 Palliative & End of Life Care

MODULE 1

9,493 Palliative & End of Life Care

MODULE 2



Calvary Bethlehem hosted the National Calvary Community Advisory Council Retreat.

Hospital Community Advisory Councils

A COLLECTIVE OF KNOWLEDGE

In May 2015, Calvary Bethlehem hosted the National Calvary Community Advisory Council Retreat for all Calvary Public Hospitals.

The two day retreat was themed 'Connecting with Community' and featured an interactive program that focused on how Councils can work more strategically to support the work of their hospitals.

Community representatives from each Council shared their strategies on how to better engage with the community. Suggestions included the hosting of special community events and the provision of clearer communication to demonstrate how directly community support can assist a health service to better meet the needs of its patients and community.

The retreat featured guest speakers from community groups and an address to the Councils from Calvary Chair, The Honourable John Watkins AM and National CEO Mark Doran about the wider activities of Calvary.

Together with Hospital CEOs, Community Advisory Councils contribute to their organisation's strategic planning process, they advise on matters relevant to the marketing and promotion of services, assist in the development and implementation of the organisation's communication and community engagement strategies as well as recommending fundraising activities.

MAKING A DIFFERENCE EXCELLENCE IN CARE

“I have never been so impressed by a dedicated group of professionals, they work with death every day and still manage to treat everyone as special.”

A family member's feedback about their experience of Calvary Kogarah

Dr Shaun Foster, Calvary Riverina Hospital, Wagga Wagga.



A Mission that Makes a Difference

MARK GREEN, NATIONAL DIRECTOR OF MISSION

"They had compassion for the patients in their care; they had respect, concern and did it because they wanted to."

In 2014, Calvary asked our executives to share stories of experiences that typify for them, the actions and behaviours of the 'Spirit of Calvary' and demonstrate mission alignment.

From a collection of 37 stories received from Calvary leaders, Best Practice Australia distilled nine themes which depicted the 'Spirit of Calvary' in action:

1. Creating an act of extraordinary kindness that occurs in the last hours of someone's life.
2. Treating someone as a person first and foremost, rather than as just another service recipient.
3. Making acts of kindness a part of the 'ordinary everyday'.
4. Solving someone else's problems, not washing your hands of them.
5. Bringing hope and a sense of self-worth to others in their time of need.
6. Coming together with combined talents and efforts to serve another person.
7. Allowing yourself to be vulnerable to others.
8. Taking responsibility to go that extra mile in the service of others.
9. Acting out of a sense of 'calling' more than just a social conscience.

These themes seem to resonate well with the charism we have inherited from our founder, the Venerable Mary Potter. As Sister Elizabeth West, explains, the call is,

"To live out the self-giving love of Christ for humanity, focuses all LCM Ministries and facilities. As expressions of the charism, each individual facility serves to embody the kingdom values the charism holds. Each facility is to give witness to the love of God for the whole of humanity, regardless of wealth, race, colour or creed. This is the fundamental reason for

their existence, and cannot be given second place."

Sister Elizabeth West, *The Charism of the LCM*, 2005

Perhaps one of the best examples of the difference our mission can make is contained in an email written to the Minister for Health on 15 May 2015, by the son of one of our patients at Kogarah. He writes about the care given to his mother.

"The Nurses were incredible, nothing was too much trouble. They eventually stabilized her immediate problem and then focused on the terminal cancer. They tried to make her last days as comfortable as ever. These people at Calvary went well beyond the term 'duty'. They had compassion for the patients in their care; they had respect, concern and did it because they wanted to. Everyone we met at Calvary was the same, whether it was a person doing cleaning, removing garbage, Doctor, Nurse or Administration staff, they were all unbelievably kind.

Even on the morning when our Mother passed away they were all still concerned with her and us, she was treated with dignity.

The people at Calvary should be acknowledged for not only what they do, but the way they do it. I have never been so impressed by a dedicated group of professionals, they work with death every day and still manage to treat everyone as special."

A family member's feedback about their experiences of Calvary Kogarah

Mary Potter once wrote, "Love is always reverent. True love cannot exist without reverence, and the more deep the love, the more intense the reverence. Love is likewise bold, and the more we love God, the bolder we should become with him, and the greater favours may we ask from him." This is also true in our care of one another.

Patient, carer and family feedback also assists our work of formation; the processes through which we deepen our understanding and the living out of Calvary's foundational stories and values.

For example, we might invite clinicians, staff, volunteers and leaders to identify for themselves, and for us, the initiatives, actions, practices and experiences which led to the outcome so eloquently articulated in the letter above. What did they do to bring this about?

This is important, for these are the very habits, the practices, the understandings, the views to build on, not only at Kogarah but everywhere. And, as is our practice with the Gospel, if we inculcate the habit of revisiting this story, and stories like it, the behaviours modelled in the story will become the metaphor for our culture.

These stories are part of our heritage, they fuel our aspirations and they help galvanise energy to deliver the personal, highly reliable care which we envision.

PASTORAL CARE

A core element of our model of care is the delivery of exceptional pastoral care addressing the spiritual and emotional needs of those we serve. Calvary's active participation in national and international pastoral care conversations assists in ensuring a best practice approach. Calvary's pastoral care team featured highly with presentations and recognition for



'Best of Care' and 'Lifetime Membership' awards at the Spiritual Care Australia National Conference in Hobart 21-22 April 2015.

Calvary staff received two of the four 'Best of Pastoral Care' peer nominated awards. Mary Ringstad, Pastoral Care Manager at Calvary Mater Newcastle (pictured) and Sister Debra McCarthy, Director of Pastoral Care

at Calvary Health Care Bruce, were recognised for 'Best of Care'. In addition, Carmel Williams, formerly Pastoral Care Manager at Calvary Hobart, was publicly acknowledged with a 'Lifetime Membership' Award for her role as Pastoral Care Manager, Calvary Hobart and for her contribution to the development of the Tasmanian branch of Spiritual Care Australia.



Calvary Directors of Mission L-R:

L-R back row: Belinda Clarke, Lenah Valley and St John's hospitals, Hobart; Mark Green - National Director of Mission; Greg Flint (acting) - Calvary Mater Newcastle; Mark Harris (acting) - Community Care; Ed Van Galen - St Vincent's and St Luke's Hospitals, Launceston; Matthew Peel - Retirement Communities; Dr Susan Holoubek - North Adelaide, Wakefield, Rehabilitation and Central Districts Hospitals, Adelaide; Ruth Morgan - Riverina Hospital, Wagga Wagga.

Middle Front L-R : Susan Uhlmann - Kogarah Hospital, Sydney; Frances Brown - Bruce Public, Bruce Private and John James Hospitals, ACT.



Mary Ringstad, Pastoral Care Manager at Calvary Mater Newcastle.

BEST OF CARE

Mary Ringstad, Pastoral Care Manager at Calvary Mater Newcastle, awarded National 'Best of Care' Award.

The Best of Care Awards is an initiative of Spiritual Care Australia, the professional association for practitioners in chaplaincy, pastoral care and spiritual services. The awards recognise excellence in pastoral and spiritual care.

Greg Flint, CEO, Calvary Mater Newcastle said, "Mary has been an esteemed and admired member of the Pastoral Care Service at Calvary Mater Newcastle for over 17 years. She is an exceptional leader in the provision and promotion of pastoral and spiritual care and as a result her reputation extends beyond the Calvary community to local and national stakeholders."

"The national award also recognised Mary for her provision of sensitive and compassionate pastoral and spiritual care to patients, family members and staff. For many years, Mary has been acknowledged and described as providing spiritual care that is empathetic, respectful, warm and grounded in wisdom. It was great to see her immense pastoral care skills recognised at this National Conference." Mary said, "I feel very privileged to have been nominated by my peers and honoured to have won 'Best of Care' award. My colleagues in the Pastoral Care Team at the hospital are a fabulous group of talented individuals and I feel lucky to work with them."

The awards were presented during the annual Spiritual Care Conference held 21-22 April 2015, attended by more than 200 national and international delegates.

Calvary John James Hospital implements innovative patient care program

'CHECK-IN' at Calvary John James Hospital (ACT) provides hourly checking of patients. This quality improvement project started this year with the goal to provide hourly comfort checking of patients to improve patient satisfaction, health outcomes and to reduce the work load of nurses by specifically addressing the five P's; Pain, Positioning, Personal needs, Patient environment and Plan of care.

CHECK-IN is carried out by the caregiver entering the patient's room, introducing themselves and addressing the five Ps,

then, asking the patient, is there anything else that is required prior to me leaving? The caregiver provides the patient with a return timeframe.

The reassurance that someone will check regularly, and often, reduces the need to use a nurse call bell for non-urgent requests as the patient knows someone will be returning in a timely manner to assist them.

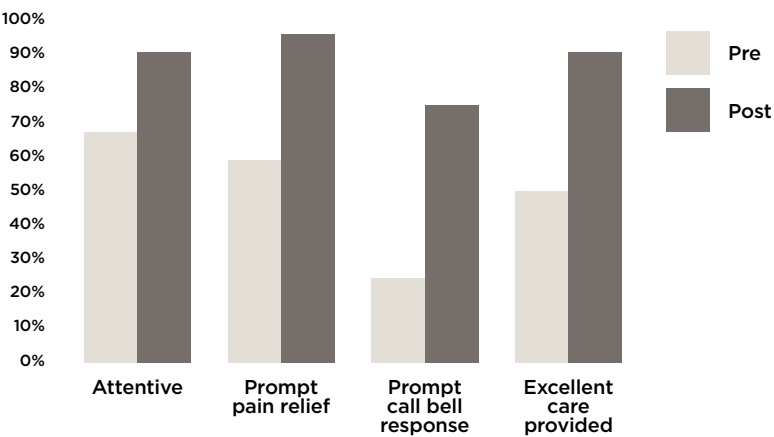
Prior to rolling out, project audits were carried out of nurse call bells. We then educated staff on CHECK-IN and its

benefits. CHECK-IN was rolled out and post audits were conducted of nurse call bells and patient and staff satisfaction. Results matched literature, nurse call bells were reduced by half in some areas and patient and staff satisfaction improved.

Since the introduction of CHECK-IN on Garran Ward patient satisfaction has increased overall by 30-40%, staff satisfaction has greatly improved having less nurse call bells to answer for non - urgent requests and their workload has reduced, allowing us time to focus on more urgent matters.



PRE/POST CHECK IN PATIENT FEEDBACK GARRAN WARD



STAFF SATISFACTION SURVEY POST IMPLEMENTATION OF CHECK IN

	NO	NO CHANGE	YES
Were the patient/patients more settled at the commencement of your shift?	20%		80%
Were the patient/patients more settled over the complete shift?		20%	80%
Were the rooms tidy at the commencement of your shift?	20%		80%
Were there less call bells and equipment alarms?	20%		80%
Is the form useful and easy to use?	20%		80%

WHAT OUR PATIENTS SAID:

- + They were all courteous, attentive, friendly, and professional. Very impressive
- + All the staff were faultless, could not ask for better care, gladly recommend Calvary John James Hospital
- + All my nurses very nice
- + Staff and care was excellent
- + The care was first class
- + The staff were caring, kind and professional
- + Staff provided exceptional care- FABULOUS
- + All nurses provided superb care and compassion

OUTSTANDING ACCREDITATION ACHIEVEMENT

All who work to achieve a great accreditation result know the immense hard work involved and the processes to be achieved. In its recent accreditation, Calvary Kogarah consistently met all 15 National Standards with NO recommendations.

The Chief Surveyor said that she had never presided over an accreditation where there were no recommendations and went on to say, "I have never come across a hospital in my life such as this facility, not only are you sailing the ship, but you are steaming ahead."

Promotion and positive leadership was identified as being firmly embedded in the culture and recommendation therefore was to award a 'Met with Merit'. An immense result and outstanding achievement.

This result demonstrates that with commitment, teamwork, diligence and adherence, a result like this can be achieved. Acting CEO, Sam Jayakumar, said, he had managers and staff, and of course, volunteers to thank for a great achievement. Continual adherence and ongoing review and improvement within the standards is the key to success.



L-R Calvary
Hobart's Sarah
De Jonge,
Pastoral Care
Co-ordinator,
and Belinda
Clarke, Director
of Mission.

A NEW PASTORAL PROFILE

In contemporary pastoral and spiritual care circles, there is a lot of talk about how quickly and dramatically the spiritual landscape of our time is changing. At Calvary Hobart, there has been considerable time spent reflecting on these changes and thinking about how they impact our particular ministry of service.

Some important questions that Belinda Clarke, Director of Mission, Hobart, asked are: how do we connect with the people we serve? How do we find meaning in our work? And how do we deliver a relevant, accessible service which is needed and valued? We recognised early on that part of the challenge was, and continues to be, making sure people know what pastoral care can offer, so they can access the care if they need to.

The first major challenge was to address the chasm that exists between what spiritual carers offer and what our patients perceive we are offering. The vast majority of carers want to offer inclusive care to anyone who needs it, whatever their own faith background or personal beliefs.

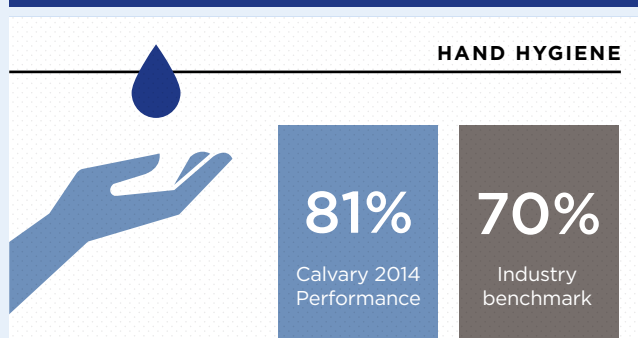
In response to the feedback received, Calvary Hobart made significant changes to the running of its service.

Directly addressing the perception of pastoral care as the 'God Squad', (a term used by staff in the hospital for pastoral carers) we changed our approach with a Spiritual Emotional Care Campaign using posters, email campaigns, community projects, patient flyers and changes to departmental documentation. And we got results: referrals to pastoral care steadily increased, and peaked during the month of our largest spiritual and emotional care campaign.

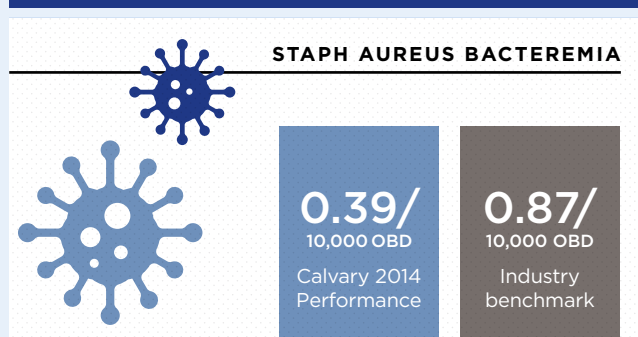
Best of all, staff perception shifted dramatically, with 62% of our staff saying their view of pastoral care has changed. While 60% of staff said they initially thought pastoral care was mainly or exclusively for religious patients, only 8% currently think so, and those who perceive pastoral care as a specialised spiritual and emotional care service has increased from 28% to 72%.

The team had the courage to ask the hard questions and brought about change by listening to the people they served.

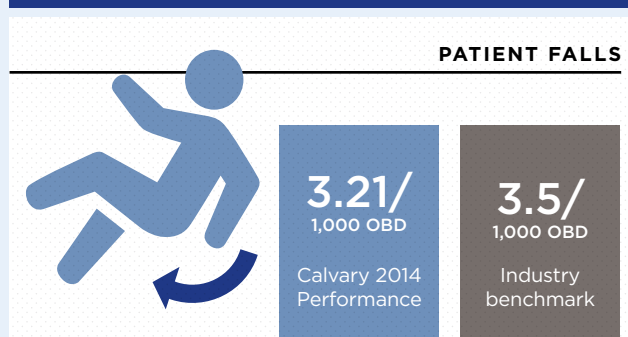
HOW CLEAN ARE OUR HANDS?



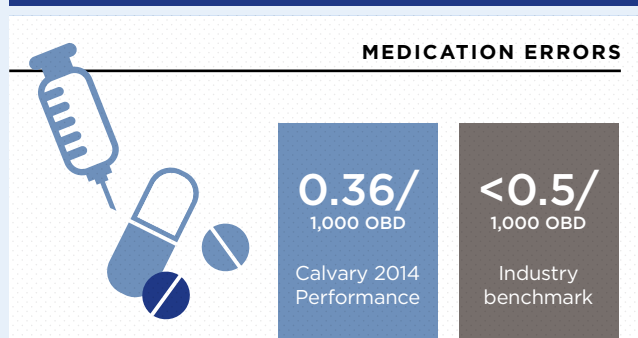
HOW ROBUST ARE OUR INFECTION CONTROLS?



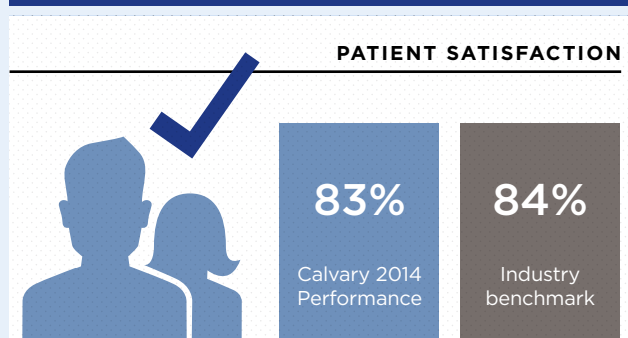
PATIENT FALLS



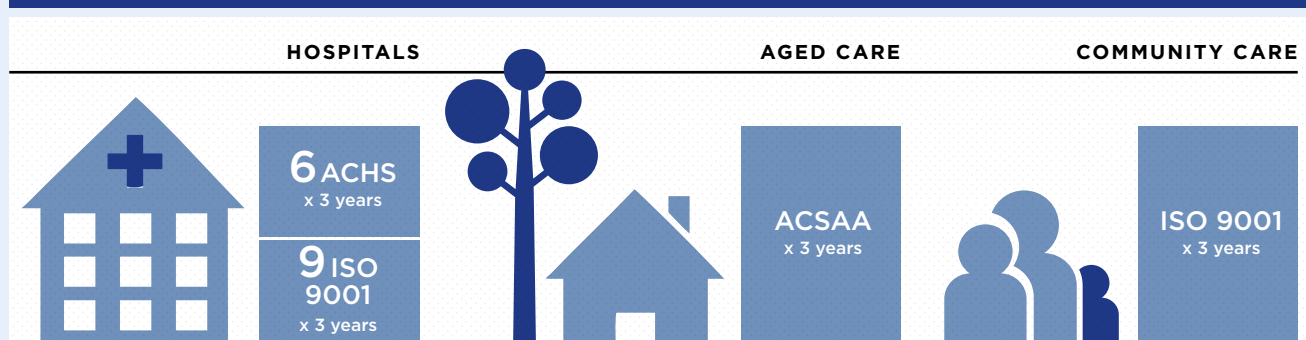
MEDICATION ERRORS REQUIRING INTERVENTION



2013 SNAPSHOT OF PATIENT SATISFACTION



CALVARY ACCREDITATION



OBD: Occupied Bed Days
 ACHS: Australian Council Healthcare Standards
 ACSAA: Aged Care Standards & Accreditations Agency

Excellence in Care

Calvary is committed to delivering excellence in clinical quality and providing the highest possible levels of patient, resident and client safety. We understand that working in partnership with our patients, residents and clients will ensure a positive experience for all people in our care.

Our commitment to clinical quality and safety is based on a robust foundation of systems and processes that:

- + Ensures open and transparent processes are in place across all Calvary facilities to support the identification and reporting of clinical safety risks and opportunities for improvement
- + Fosters an organisational culture that seeks to learn from errors and to continuously improve the quality and safety of our care
- + Ensures the ongoing development of systems to support our staff in delivering high-quality reliable care
- + Incorporates processes for working in partnership with our clinicians, consumers and the wider communities we serve

PATIENT SAFETY & QUALITY INDICATORS

	CALVARY 2014 PERFORMANCE	INDUSTRY BENCHMARK
Hand Hygiene [#]	81% [*]	70%
Staph Aureus Bacteremia [^]	0.39/10,000 OBD	0.87/10,000 OBD
Patient Falls (all) [^]	3.21/1,000 OBD	3.5/1,000 OBD
Medication errors [^]	0.36/1,000 OBD	<0.5/1000 OBD
Patient Satisfaction [*]	83%	84%
Accreditation	All Calvary services are fully accredited	

[^] Data reported through Calvary Incident Management System

^{*} Data reported from independent patient survey results 2013

[#] Data collected by observational audit



STRONG SAFETY MESSAGE - "SAFETY STARTS WITH ME"

"Safety starts with me", is a strong safety campaign message to promote work place safety, a responsibility of everyone in today's workplace. In support of the Quality Framework, the Bethlehem Workplace Health and Safety Committee kicked off a rolling health and safety promotional campaign this year to target key areas of concern, quarterly.

Wearing t-shirts and badges bearing the slogan, "Safety starts with me", the Committee engages and educates staff, patients and carers to improve awareness about issues that can compromise theirs and everyone's health and safety. The aim of the campaign is to build a strong culture of safety and accountability across Bethlehem, one in which everybody has a responsibility and a role to play.

Bethlehem's promotion of its no-smoking policy across the campus is the current focus of the campaign as we work to educate staff and patients about the risks associated with smoking and assist with counselling for those who may wish to give up the habit.

The Workplace Health and Safety Committee will continue to engage staff on a number of different workplace safety issues on a quarterly basis.

MAKING A DIFFERENCE WISE STEWARDSHIP

“Contributing to social stability in the communities Calvary serves requires a strong financial base. Calvary achieves this through prudent cost management and the pursuit of reasonable and fair revenue rates.”

Our Lady of Lourdes Grotto, Calvary
Riverina Hospital, Wagga Wagga.





National CEO,
Mark Doran.

Demonstrating wise stewardship and contributing to social stability in the communities Calvary serves requires a strong financial base. Calvary achieves this through prudent cost management, the pursuit of reasonable and fair revenue rates, the support of hospital fundraising auxiliaries, government grants and the generosity of donors.

MARK DORAN
NATIONAL CHIEF
EXECUTIVE OFFICER

Little Company of Mary Health Care Limited

Financial Summary for the Year ended 30 June 2015

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 retirement living, 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 and complex 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'S STRATEGIC AIMS 2016 AND BEYOND ARE:

- 1 Person Centred Care – put the person at the centre of care in all settings, continuing to focus on palliative and end of life care;
- 2 Sustain the ability of our hospitals, aged care facilities and community services to provide quality, compassionate care in the communities we currently serve;

3 Improve our current delivery system and promote effective, equitable, quality care and ensure safety for all; and

4 Grow, integrate and innovate within our 'circle of competence' in environments in which we operate.

The Directors believe that we should be striving to achieve the best commercial results to sustain our operations, fund better integration, grow and innovate in pursuit of our strategic aims. 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.

Our models of care have been developed to be more efficient and effective in ways which reflect Calvary's core values. Specifically, Calvary's focus is on minimising preventable admissions, unnecessary treatments and delays in assessments, educating residents about care options, and improving access to home care services.

Financial Results

A surplus of \$77.8m was achieved by the Group for the financial year ended 30 June 2015 (2014: \$55.8m).

In overview, the continuing improved operating performance and cash position is a result of a focus across all services on the core revenue generating activities along with disciplined cost management. Where necessary, ancillary services have been outsourced and non-performing aspects of our services have been subject to stringent review.

The private hospital sector continues to seek improved health fund rates. The aged care and home care sectors are significantly funded by the Commonwealth government where rate increases have been the product of reform, but reflect a result below the rate of inflation.

Review of operations

(A) REVENUES

The Group's revenue from operating activities totalled \$1,138m (2014: \$1,070m). Grants and subsidies from Government for hospital and aged care operations totalled \$468m (2014: \$444m). Grants and subsidies represent 41% (2014: 42%) of revenue from operating activities.

Revenue from operations for the year ended 30 June 2015 included \$9.4m (2014: \$8.8m) resources received free of charge relating to the recognition of state government funding of superannuation contributions for employees who are members of various defined benefit contribution schemes.

(B) EXPENSES

The Group's expenses from operating activities totalled \$1,094m (2014: \$1,054m). Expenses on personnel costs represent 61% (2014: 61%) of total operating expense.

Staffing levels for clinical and care services have increased during the reporting period with total staff of 6,912 full time equivalents as at 30 June 2015 (2014: 6,724). The actual number of staff as at 30 June 2015 was 11,169 (2014: 10,651).

Future developments

The Group plans to continue service integration throughout the regions in which it operates, in accordance with the mission, vision and values of the organisation. The Group continues to examine both growth potential and the underlying strategic value of existing assets.

At the date of this report, Calvary Health Care ACT Limited is in discussion with ACT Health Directorate about the possible expansion of the Calvary Public Hospital with the funding of additional beds over the current 275.

Calvary has undertaken to construct a new 94 overnight bed and 23 day bed private hospital on the Bruce campus to treat private patients. This is in line with the agreement with the Territory regarding the repatriation of the 53 beds within the public hospital which will be available for the public patients. The development at a cost of \$74m is expected to commence in late 2015 with a current proposed completion date of mid-2017.

In relation to Calvary Health Care Bethlehem Limited (Bethlehem), the most critical issue is in relation to the aging of the facility. The configuration of the site is not suited to the delivery of modern health services and is compromising Bethlehem's ability to develop and expand services, and more importantly, to provide an optimal experience for those in the community who need services at the end of life. Bethlehem is actively pursuing options for the redevelopment with the Department of Health and Human Services (Vic).

Long term options are in the process of being considered for both Calvary Wakefield and Calvary Rehabilitation Hospitals in Adelaide with both leases expiring in July 2019.

The Board has approved development at Muswellbrook of an integrated aged care community which will comprise a 65-bed residential aged care facility and approximately 42 independent living units. Subject to the usual due diligence, it is envisaged construction will commence in the 2015/16 financial year.

A Master Plan for the Ryde site has been completed and includes staging of construction for the site. This project proposes replacement of the residential aged care facility, renewal of the existing heritage assets and development of additional independent living units.



L-R Michael DiRienzo, CEO, Hunter New England Health, Bryan McLoughlin, Acting CEO, Hunter Medicare Local, Mark Doran, CEO, Calvary.

Hunter Alliance

ENHANCING CARE THROUGH INTEGRATION

The Hunter Alliance was formally established in January 2014 and seeks to improve health outcomes for people in the local region. The Alliance establishes a formal agreement between Calvary, Hunter New England Local Health District (HNELHD), Hunter Primary Care and Hunter New England Central Coast Primary Health Network. The Alliance provides a unique opportunity to share the abilities, knowledge and specialist skills across the four organisations and establish processes by which collaboration and integration can occur with other partners to improve health outcomes in the Hunter region. The three initial clinical focus areas of the Alliance are: Care in the Last Year of Life; Care for People with Diabetes; and Care for People with Chronic Obstructive Pulmonary Disease.

AN ALLIANCE CLINICAL HANDOVER COMMUNICATION TOOL FOR PEOPLE IN THE LAST YEAR OF LIFE IN THE HUNTER REGION

For people who may be in the last year of life whose care is shared by many

services and health professionals, one of the primary challenges is communication between the person, their family/carers and the clinicians and services providing care. In response to this need to improve communication, the Hunter Alliance Care in the Last Year of Life (CiLYoL) Workstream, led by Calvary's National Director of Clinical Services, Sue Hanson along with Clinical Leads Dr Peter Saul (HNELHD), Dr Tim Stanley (Calvary) and Dr Lee Fong (GP) commenced preparatory work in 2014 to develop an integrated model of care for people in the last year of life, their families, carers and clinicians in the Hunter region. In early 2015, the CiLYoL Workstream was successful in obtaining additional funds from the NSW Ministry of Health Planning and Innovation Fund to support the development and piloting of a web-based clinical handover tool for people in the last year of life in the Hunter region. This provides the Hunter Alliance with a unique opportunity to build and trial a web-based tool as a small scale innovation project.

The project has involved the development of a web-based tool for the communication of clinical

handover information about a person with advanced illness who may be in the last year or so of life. It is an electronic communication tool that sits outside the existing clinical systems and platforms but is easily accessed by both people in the community and clinicians across a wide range of settings and services. Importantly, the person and their authorised clinicians and service providers will be able to view and/or enter information into the individual's clinical handover record.

We are delighted to have commenced development of this shared communication platform and will be beginning a first stage pilot implementation in the Newcastle region in April 2016. Drawing on the opportunity afforded by the Hunter Alliance and the partnerships and commitment by the partner organisations, this pilot provides the opportunity to implement this newly developed platform in a small scale pilot project. If successful, the project will serve as a proof of concept. Lessons learned from this pilot may then lead to further development and wider implementation in the Hunter region and across other networks of care.

Calvary Mater Newcastle Auxiliary

DEDICATION + CREATIVITY + HARD WORK = \$442,486.59

Members of Calvary Mater Newcastle Auxiliary 'Cancer Carers' once again demonstrated their loyalty and dedication to fundraising as the group presented a massive \$442,486.59 cheque to the hospital for financial year ending 2014/15 at its Annual General Meeting.

In front of staff and guests from the community, the group of 30 managed to once again astound everyone with their significant donation.

Greg Flint, Chief Executive Officer, says, "The loyalty and dedication of the Auxiliary is inspiring and we are very grateful for the support they have provided to both patients and staff over the past year."

"They have worked long hours and thought of innovative ways to raise such an incredible amount of money for our cancer patients' comfort and care. We are grateful for their continued support year on year."

Over the past year, the Auxiliary purchased hospital equipment and made donations to the value of \$192,814 and have agreed to fund a further \$191,000, including a new stem cell freezer for the Haematology Department.

Alongside the passion for raising money for the hospital and patients in the region, the Auxiliary shares a great sense of friendship, while being fabulous individual ambassadors in the community.

President Elaine Wellard, concludes, "We volunteer to give back to the community. The Auxiliary is a great group of people, passionate about making a difference at Calvary Mater Newcastle, we love the place and it is an honour to do what we do and make a difference in people's lives."



Calvary Mater Newcastle Auxiliary.

Bequests and Donations

Many of our supporters choose to leave a bequest or a donation to us in their will. This important contribution helps us continue our work to provide excellent quality care for our clients, patients and residents.

Areas of benefit can include: general medicine, oncology, research, alcohol and drug services, palliative care and can assist with the promotion of positive community attitudes towards the necessity and desire for quality health care. Your contribution will go on helping us through the 21st century to enhance the care and comfort of those we serve. Your contribution can be a fixed amount or a percentage of your estate. You can nominate to assist in the general provision of our services or your bequest can be directed towards a specific unit, project or type of service.

HOW TO MAKE A BEQUEST

To assist in the preparation of a bequest, may we advise the following wording:

I (name), give (\$ amount) free of all duties and testamentary expense to Calvary (name of facility/program/service/ward) for the purpose of patient care / service development and I direct that the receipt of the Chief Executive Officer shall be sufficient discharge of my executors for this bequest.

If you would like more information about our services and how best your intended bequest or donation could be used, please do not hesitate to contact, Mark Green, National Director of Mission.

PH: 02 9258 1733

E: mark.green@calvarycare.org.au



The Maternal Heart Chapel, Calvary
Riverina Hospital, Wagga Wagga.



MAKING A DIFFERENCE OUR BOARD, EXECUTIVE TEAM & SERVICES

Calvary Ministries Directors

MR BILL D'APICE (CHAIR)

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

Bill's principal areas of legal practice are property law, commercial law and the law relating to charities and Not-For-Profits. Although he has expertise in all aspects of commercial law, his particular emphasis is on corporate structuring, governance and directors' duties.

He also sits on a number of charity and Not-For-Profit boards which allows him to bring practical experience to his advice. He was a Director of Catholic Church Insurances Limited for 15 years, and its Chair for 9 years.

Bill, through his firm, has provided legal advice to the Little Company of Mary for a number of years, and is currently a member and Chair of the Little Company of Mary Advisory Council.

Bill resides in Sydney.

MR GARRY RICHARDSON

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

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

In addition to his current role as a director of Calvary Ministries, he is also a director of Defence Health Ltd. Garry has also held the position of Chair of Little Company of Mary Health Care Ltd. Board in 2007/2008. He is a fellow

of the Australian Institute of Company Directors.

Garry resides in Melbourne.

VERY REV. IAN WATERS

Father Ian Waters is the Parish Priest of two suburban parishes in the Archdiocese of Melbourne. He is renowned within Australia for his knowledge and expertise in canon law and consults to Bishops and Catholic agencies.

Fr Waters is a lecturer in canon law at the Catholic Theological College, East Melbourne. Fr Waters has served on a number of boards and associated bodies, including on the Senate and Academic Board of Catholic Theological College, as President of the Canon Law Society of Australia & New Zealand, and as Chairman of the Melbourne Diocesan Historical Commission.

He has been an advisor to the Little Company of Mary on Canon Law issues for a number of years.

Fr Waters resides in Melbourne.

SR KATHLEEN COTTERILL LCM

Sr Kathleen Cotterill has been a member of the Little Company of Mary for over 30 years.

During this time Sr Kathleen has held positions at both clinical (general & midwifery) and administrative levels in various healthcare facilities within the Little Company of Mary (Riverina, Tasmania, ACT & Qld - Cairns) and other Catholic health settings.

Sr Kathleen has until recently been the Director of Inpatient Services at Hawkesbury District Health Service, a healthcare facility of Catholic Health Care (CHL) and is presently working in the area of clinical governance.

She is currently a member of the Notre Dame (Sydney) School of Nursing Advisory Board, and a member of the Catholic Health Australia Directors of Nursing Committee.

Role of trustees

The Catholic Church takes great care in overseeing the works done in its name. Health care is one of those works. The ministry of health care is undertaken by a Public Juridic Person (PJP) constituted by a number of people. The PJP approved by the Vatican for Little Company of Mary Health Care Limited is known as Calvary Ministries. Calvary Ministries' purpose is to sustain and further the health care ministries originally undertaken by the Little Company of Mary - now undertaken by Little Company of Mary Health Care Limited.

Calvary Ministries exercises a canonical stewardship role consistent with the teachings and laws of the Catholic Church and guided where appropriate by the charism, spirit and mission of the Sisters of the Little Company of Mary; and in accordance with the canonical By-Laws of Calvary Ministries and the Code of Ethical Standards as approved by the Australian Catholic Bishops' Conference.

Sr Kathleen was previously a member of the Calvary Ministries Members' Council.

Sr Kathleen resides in Sydney.

MR DAVID PENNY

Appointed to the board 27th November 2014

David Penny is currently Financial Administrator and Co-ordinator of the Curia for the Diocese of Broken Bay. In his diverse role, David is responsible for the financial and administrative management of the Diocese. He has significant experience in the management and governance of not-for-profit organisations and has been a BBI Council member since its inception.

David holds degrees and diplomas in Health Science and Administration and completed the Intensive Executive Management Program for Non-Profit

Leaders at Stanford University, CA, USA in 2004. David has a Master's degree in Management and has also recently completed a Master in Pastoral Theology at Heythrop College, London University, UK.

David was a Director of Little Company of Mary Health Care Limited between 2000 and 2009 and was a member of its Mission & Ethics Committee.

David resides in Sydney.

MS JULIE-ANNE SCHAFER

1 July - 26 November 2014

Julie-Anne is an experienced non-executive director in the financial services, health and transport sectors. She is a former Telstra Queensland Business Women's award winner, President of the Queensland Law Society, Chair of the Solicitors Board and Deputy Chancellor of the Queensland University of Technology. Julie-Anne chairs Church Resources and has also chaired RACQ and RACQ Insurance. Her career as a lawyer spans 25 years as a partner in legal professional firms.

OFFICERS/ADVISORS

MR PATRICK BUGDEN (EXECUTIVE OFFICER)

Pat is a chartered accountant and was a partner in a Sydney law firm for almost 30 years until he retired from the partnership in 2003. He held the position as Province Executive Officer for Little Company of Mary Health and Aged Care 2004-2010. Pat also acts as Company Secretary for Calvary Ministries Limited.

MRS MICHELE BLACK (OFFICE ADMINISTRATOR/ PERSONAL ASSISTANT)

Michele is an experienced office administrator who has the responsibility of supporting the Executive Officer and the Board of Calvary Ministries and the Members' Council along with the day to day conduct of the company's affairs.

Little Company of Mary Health Care Limited Board Directors

The Little Company of Mary Health Care Board is accountable to Calvary Ministries. Chaired by The Hon John Watkins, the Board comprises ten Directors, Mr Michael Roche (Deputy Chair), The Hon Greg Crafter, Mr John Mackay, Ms Rebecca Davies, Professor Katherine McGrath, Ms Brigid Tracey, Associate Professor Richard Matthews and Mr Patrick O'Sullivan. Professor Peter Ravenscroft served as a Director until the November AGM, at which time Mr David Catchpole was appointed to the Board. The Board met eight times during the year. Two of the Board meetings were held at our services, Calvary Health Care Bethlehem (October 2014), which also included site visits to Community Care Services in the Melbourne area and Calvary Health Care Adelaide, including site visits to Calvary Wakefield, Rehabilitation and North Adelaide Hospitals (March 2015). These visits gave the Directors the opportunity to meet staff, visit our facilities and be introduced to patients, clients and residents who come through our services.

THE HON. JOHN WATKINS (CHAIR) AM, LLB, MA, DipEd, HON DLITT MACQ Appointed to the Board and its Chair on 25 November 2010

John has been the CEO of Alzheimer's Australia NSW since September 2008. John is a member of the Advisory Committee for the Centre for Emotional Health at Macquarie University and an Adjunct Professor of Law at the University of Western Sydney. John worked as a teacher for 16 years until his election to the NSW Parliament in 1995 where he served for 13 years, spending 10 years as a Minister. He was Deputy Premier when he retired in 2008.

MR MICHAEL ROCHE (DEPUTY CHAIR) AM, BA (ACCOUNTING), FCPA, MACS Appointed to the Board on 23 April 2008 and Deputy Chair on 10 June 2010

Mick Roche is a consultant working with government agencies and companies who deal with government on a range of strategic management issues. He is a member of a number of public sector governance boards, a director of Maritime Australia Limited and chairs the Pharmaceutical Benefits Pricing Authority. Mick was the Under Secretary for Defence Material in the Department of Defence, and has worked at senior levels in Customs, the Departments of Health, Prime Minister and Cabinet and Immigration and Finance.

**THE HON. GREG CRAFTER AO
LLB Appointed to the Board on
16 November 2006**

Greg was a Member of the South Australian Parliament from 1979 to 1993 and a Minister of the Crown from 1982 to 1993. He held several portfolios including Education, Children's Services, Community Welfare and Aboriginal Affairs, Housing, Planning and Local Government. Greg was admitted to the Bar in 1978 and is a non-executive Director of a number of government and private sector boards. In 2008, Greg was appointed a member of the National Catholic Education Commission and in 2013 its Chair. He is a member of the Truth Justice and Healing Council and chairs Catholic Health Australia's Bioethics Committee. In 2009 Greg was appointed Officer of the Order of Australia for service to the Parliament of South Australia, to education policy in the areas of curriculum development and improved opportunities for teachers, and to the community through social welfare and youth organisations.

**MR JOHN MACKAY AM, BA
(ADMIN/ECONOMICS), FAIM
Appointed to the Board on
15 November 2007**

John was the Chancellor of the University of Canberra, Chair of the National Arboretum Canberra and a Director of Canberra Investment Corp, Speedcast Pty Ltd, DataPod Pty Ltd and the Canberra Raiders. In 2004 John was appointed as a Member in the Order of Australia for services to utilities and the community and in 2008 was named ACT Citizen of the Year. He is the former Chairman of ACTEW Corp, ActewAGL, TransACT Communications Pty Ltd, Canberra Glassworks and the Salvation Army Advisory Board.

**MS REBECCA DAVIES BEC, LLB
(HONS), FAICD
Appointed to the Board on
25 September 2008**

Rebecca is a director of a range of companies in the financial services, health and music fields and is a facilitator for the Australian Institute of Company Directors course. She retired from her position as a partner at Freehills in 2009, where she specialised in litigation.

**PROFESSOR PETER
RAVENS CROFT AM, MB, BS
(QLD), MD (QLD), FRACP,
FFPMANZCA, FACHPM, GAICD
Appointed to the Board on 26
November 2009 - resigned 27
November 2014**

Peter is a Palliative Care physician. He is Conjoint Professor of Palliative Care at the University of Newcastle and former Director of Palliative Care at Calvary Mater Hospital Newcastle. Peter was also Area Director of Palliative Care for the Hunter New England Area Health Service. He has been President of the Australian Society of Clinical and Experimental Pharmacologists and Toxicologists, Inaugural Chairman of the Australasian Chapter of Palliative Medicine of the Royal Australasian College of Physicians and Chairman of the International Christian Medical and Dental Association. Peter has contributed to over 100 publications in medical journals and to 14 medical books. In 2010 Peter was awarded a Member of the Order of Australia for service to the development of palliative care and medicine, particularly as an advocate for improved education of doctors and health workers in the therapeutics of palliative care.

**PROFESSOR KATHERINE
MCGRATH MB, BS, FRCPA, FAICD
Appointed to the Board on 26
November 2009**

Katherine is a widely respected health care executive with over 30 years experience in government, public health, private health, clinical and academic posts. Her roles have included Deputy Director General of NSW Health, CEO of Hunter Area Health Service, Professor of Pathology at the University of Newcastle and Group Manager of Strategy and Corporate Affairs at Medibank Private. She was a foundation commissioner on the Australian Commission for Safety and Quality in Healthcare. Katherine currently runs a private health consultancy and is a member of the Board of Coronial Advisory Council in Victoria. Katherine originally trained as a haematologist and is a fellow of the Royal College of Pathology of Australasia.

**MS BRIGID TRACEY AM,
BN, GRAD DIP NURSING
ADMINISTRATION
Appointed to the Board on
26 November 2009**

Brigid has had a 45 year career in nursing, most recently including 11 years as Director of Nursing at St Vincent's Private Hospital in Sydney. She has been a surveyor for the Australian Council on Healthcare Standards and a board member of the NSW College of Nursing and The Australian Council on Healthcare Standards, a Trustee of Catholic Healthcare Services and a member of the Executive of the Institute of Nursing Administrators, NSW and ACT. Brigid was appointed as a Member in the Order of Australia in 2001 for services to Nursing.

**ASSOCIATE PROFESSOR
RICHARD MATTHEWS AM, MB, BS
Appointed to the Board on 1 January
2012**

Richard is the former Deputy Director General of the Strategic Development Division of NSW Health. Until June 2007 he carried a dual role as Deputy Director General NSW Health and Chief Executive of Justice Health. Richard commenced his career in general practice and was in full time practice from 1979 until 1998. He developed a special interest in drug and alcohol, and worked for many years at St Vincent's Hospital Rankin Court Methadone Stabilisation Unit. He is Chair of General Practice Education and Training (GPET), a director for NEuRA, GPNSW, Alzheimer's Aust (NSW) and sits on the advisory board CHeBA. In 2010 Richard was awarded a Member of the Order of Australia 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.

**PATRICK O'SULLIVAN CA
Appointed to the Board on
27 March 2013**

Pat joined the Board as a non-executive director and brings over 30 years of international commercial and business management experience. He was the Chief Operating Officer / Finance Director of PBL Media and Nine Entertainment. During this appointment

he was also the Chairman of NineMSN, the joint venture between Nine and Microsoft. Before joining PBL Pat was the Chief Financial Officer at Optus Pty Ltd, with responsibility for the company's financial affairs, including corporate finance, taxation, treasury, risk management, procurement and property. Pat has also held positions at Goodman Fielder, Burns Philp & Company, and PricewaterhouseCoopers. He is the Chairman of Healthengine.com and is a non-executive director of iSentia, inet and carsales.com Limited. Pat is a member of The Institute of Chartered Accountants in Ireland and

The Institute of Chartered Accountants in Australia, and is a graduate of the Harvard Business School's Advanced Management Program. He is an active fundraiser for the charity, 'Dreams2Live4.'

**DAVID CATCHPOLE BSc,
DipFP, FAICD**

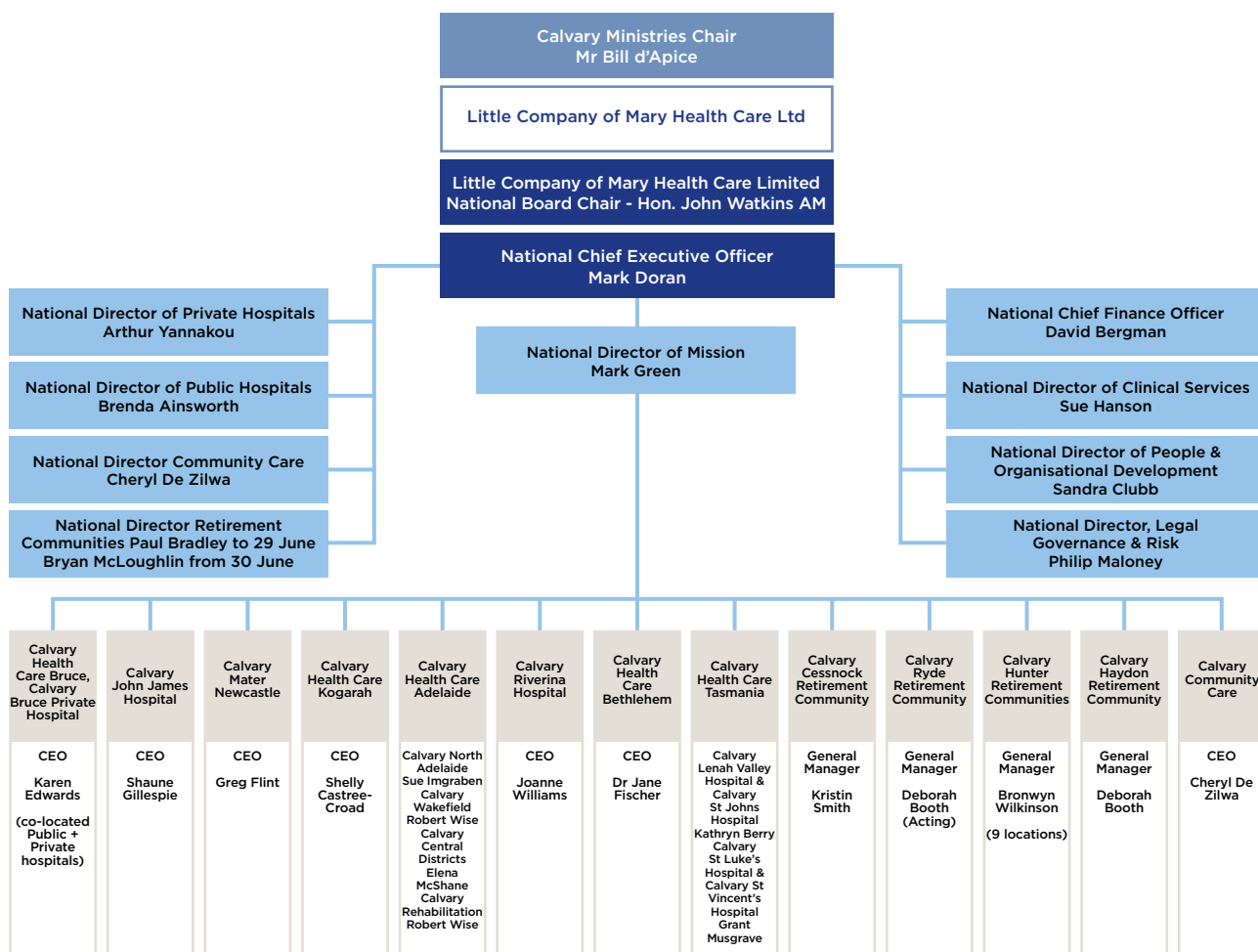
**Appointed to the Board on
27 November 2014**

David is a well-respected member of the Tasmanian business community. He was executive director of financial services firm Shadforths Limited for

over 20 years. David was elected as a Director to the Royal Automobile Club of Tasmania (RACT) in 1989 and served as President of the Club between 1994 and 1997. He was also previously a non-executive director to several other healthcare organisations including Royal Hobart Hospital Research Foundation and Southern Cross Care (Tas.) and was a founding director of the Financial Planning Association of Australia.



ORGANISATION CHART - EXECUTIVES
as at 30 June 2015



National Leadership Team (NLT)

Little Company of Mary Health Care Limited National Leadership Team is led by the National Chief Executive Officer Mark Doran who is supported by nine National Directors. The National Leadership Team represents each of the four Service streams, Public Hospitals, Private Hospitals, Aged Care and Retirement and Community Care (Silver Circle), and our support services of Mission, Finance, Human Resources, Clinical Services and Legal, Governance and Risk. Each Executive is responsible for delivering on our strategic plan and financial results for the four streams.



MARK DORAN
National CEO

I am responsible for the leadership and management of our organisation. I assist the Board in setting the company strategy and oversee its implementation. In my role, I like to lead the development of Calvary as a centre of excellence in care delivery, whilst creating a stable financial platform consistent with our strategic direction. I also act as the principal liaison with external parties in order to promote our reputation and image. I have a keen interest in the national health care agenda, lobbying government and industry bodies at all levels aiming to influence health care reform for the greater good of our residents, patients and clients.



ARTHUR YANNAKOU
National Director of Private Hospitals

My role includes working with management teams across our private hospitals and services. I focus on achieving a good balance across the areas of clinical and service excellence, consistently increasing the levels of engagement with our people as we strive to develop and refresh our hospitals' infrastructure increasing growth in capacity where it's needed. I enjoy collaboration with all Calvary services to achieve good outcomes for all. Having worked in health care and finance worldwide, my passion is in providing great health care to our patients and community whilst making our hospitals great places for our staff to work.



MARK GREEN
National Director of Mission

As the National Director of Mission I provide leadership in promoting the vision, mission and core values of Calvary. My role is critical in ensuring that the organisation remains true to its identity together with the symbols, systems and behaviours by which Calvary is sustained and communicates its mission. I provide leadership and advice throughout the organisation in the areas of Catholic identity, ethics, culture development, pastoral care, and in developing Calvary's 'brand' as a Catholic charitable organisation.



BRENDA AINSWORTH
National Director of Public Hospitals

it is my role to lead our public hospitals in the delivery of public health care services. This involves negotiating with State and Territory governments regarding both recurrent and capital funding, new initiatives and the development of services. I provide leadership in business development, quality and safety, financial management and cultural development. I like to work closely with our four CEOs to deliver high quality services whilst contributing to the National Leadership Team in ensuring the "public face" of hospital and health care services are well represented.



CHERYL DE ZILWA
National Director of Community Care

My role at Calvary contributes to broad leadership responsibility supporting our mission, vision and values and business direction enabling the delivery of safe and effective services to our community. I ensure the unique needs of our customers are paramount and assist my team daily to set direction, encouraging our managers and staff to work towards our agreed goals for the continual improvement of our services. Together with the Calvary Community Care Executive Team, we oversee that our systems are efficient and work to ensure our business and culture grows sustainably to ably meet our community needs within the Calvary business model.



BRYAN MCLOUGHLIN

National Director of Retirement Communities from 30 June, 2015

My role is to provide the overarching leadership for the Residential and Independent Living services, this includes all aspects of the services including, high quality Care and Support Services, Human Resources and Safety, Physical Environment, Mission and Financial Sustainability. On a daily basis this involves a strong role in setting the direction to work towards our agreed goals for the improvement of our services. As part of the NLT, I have a responsibility for the broader organisation in all aspects of our service delivery.



DAVID BERGMAN

National Chief Finance Officer

My portfolio includes General Finance and Accounting, Information and Communications Technology (ICT) and Treasury. A major focus over the past year has been the development of a significantly improved ICT platform across Calvary services. I work with my team who have this year facilitated the rollout of our business intelligence system and commenced the introduction of major clinical ICT systems to assist in the monitoring and management of patient care. Our mission and values are central to what we do and I believe all of our teams work well towards achieving our mission through continued wise stewardship.



SUE HANSON

National Director of Clinical Services

I am primarily responsible for the strategic development and clinical governance across Calvary's retirement communities, community care, acute public and private hospitals and specialist palliative care services. One of my main responsibilities is leading our commitment to high reliability, particularly as it relates to patient, resident and client safety. My current work involves establishing integrated care models to improve the patient experience and outcomes, particularly for people who may be approaching or reaching the end of their life.



PAUL BRADLEY

National Director of Retirement Communities to 29 June, 2015

I have 25 years industry experience across the public, not-for-profit and private sectors. Since 2002 I have worked across a broad range of executive roles in aged care and retirement. Prior to joining Calvary I worked with Anglican Retirement Villages, Sydney, where I was instrumental in their strong growth over the previous decade. I am passionate about engaging with residents and staff alike and intertwining a strong commercial and benevolent approach in the Christian not-for-profit sector. I hold an honors undergraduate degree, a Masters of Commerce in Valuation and a Company Director's Diploma.



SANDRA CLUBB

National Director of People and Organisational Development

In my portfolio I work across the areas of HR, IR, Remuneration and Benefits, WHS, Injury Management and Learning and Development. Recently, we've achieved significant improvements in Calvary core business systems in HR, payroll, time and attendance and recruitment systems. We launched Calvary Connect, our comprehensive platform facilitating communication and collaboration, bringing us together as one across Calvary. The health, safety, wellbeing and engagement of our staff, volunteers and visiting medical officers (VMOs) are my focus, as I believe our people are the heart of Calvary.



PHILIP MALONEY

National Director, Legal Governance and Risk

I have been in legal practice for 25 years and worked in several senior in-house legal roles including, Regional General Counsel, Thorn Asia Pacific, General Counsel, Stamford Hotels and Resorts, Senior Counsel for McDonald's Australia, Division Counsel for McDonald's Asia Pacific Middle East and Africa (APMEA), Vice President - General Counsel for McDonald's Pacific and Africa division and Senior Counsel for APMEA. Philip brings a wealth of experience and has held directorships and appointments as Company Secretary. He holds a Bachelor of Commerce and Bachelor of Laws and several post graduate qualifications.

Our Services



CALVARY HEALTH CARE BRUCE, ACT

Chief Executive Officer Karen Edwards

275 bed public hospital.

Services: A public health and hospital service - Bruce and Acton campuses. The Bruce campus provides a complete range of public health services and actively participates in the ACT dedicated clinical networks including Emergency Medicine, Critical Care, and Mental Health. Clare Holland House on the Acton campus accommodates the 19 bed hospice and respite care service, and is also the location of the Calvary Specialist Community Palliative Care Service, which leads palliative and end of life care services across the ACT. The Calvary Centre for Palliative Care Research is a collaboration with the Australian Catholic University and also located on the Acton campus. Calvary Health Care Bruce is a teaching hospital for students at the Australian Catholic University, Australian National University and the University of Canberra.



CALVARY BRUCE PRIVATE HOSPITAL, ACT

Chief Executive Officer Karen Edwards

73 bed facility located on the Calvary Bruce campus.

Services: General medical and surgical services are complemented by clinical excellence in orthopaedics, urology, gastroenterology, and ophthalmology. Specialist services include a 15 bed Women's Health Unit, the Calvary Sleep Study Service and Hyson Green Mental Health Unit. Hyson Green is the only private mental health unit in the ACT that offers inpatient, day patient and holistic healing services.



CALVARY JOHN JAMES HOSPITAL, ACT

Chief Executive Officer Shaune Gillespie

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

Services: Extensive range of general medical, general surgery, vascular, gynaecology, paediatrics, orthopaedics, urology, gastroenterology, thoracic, vascular, plastic, dental, ENT, intensive care unit, maternity unit with level 2 special care nursery. Rehabilitation unit with day programs servicing on average 35 to 40 patients a day including post joint surgery, medical reconditioning and falls prevention programs to reduce readmission to hospital. It is the only Private Hospital in the ACT with a hydrotherapy pool.



CALVARY NORTH ADELAIDE HOSPITAL, SA

Chief Executive Officer Sue Imgraben

153 bed private hospital with 7 theatres, 2 day procedure rooms and 16 bed Mary Potter Hospice onsite.

Services: Inpatient care, surgical and medical services. Core surgical specialties are general surgery, colorectal surgery, urology and gynaecology. Oncology services, inpatient care and acute palliative care. Women's health services including obstetrics and gynaecology and a level 5 Special Care Nursery. All services are supported by Level 2 ICU and 24hr onsite medical cover.



CALVARY WAKEFIELD HOSPITAL, ADELAIDE, SA

Chief Executive Officer Rob Wise

172 inpatient acute bedded Private Hospital, 24/7 emergency centre and Wakefield Surgicentre Day Surgery.

Services: A major tertiary hospital with a strong focus on neurosurgery, cardiac services and orthopaedic surgery. Consulting suites, 24 hour private emergency centre, level 3 ICU, CCU, angiography suite, high dependency unit and the free standing Wakefield Surgicentre Day Surgery make up this comprehensive precinct.



CALVARY REHABILITATION HOSPITAL, ADELAIDE, SA
Chief Executive Officer Rob Wise

65 bed private rehabilitation hospital with day and outpatient programs.

Services: Inpatient and day patient rehabilitation including cardiac, orthopaedic, neurological stroke, multi-trauma, falls prevention, geriatric assessment, pulmonary, reconditioning and committed to restoring quality of life to its optimal level.



CALVARY CENTRAL DISTRICTS HOSPITAL, SA
Chief Executive Officer Elena McShane

A modern 76 bed private hospital.

Services: Medical and surgical services, including comprehensive cancer care services and specialist consulting suites on site. Located north of the city, the hospital provides valuable support to the Barossa Valley and Northern Yorke Peninsula regions.



CALVARY ST VINCENT'S HOSPITAL, LAUNCESTON, TAS
Chief Executive Officer Grant Musgrave

75 bed private hospital.

Services: urology, general surgery, colorectal surgery, plastic surgery, gynaecology surgery, oral and maxillofacial surgery, high dependency, lithotripsy, gastroenterology, post natal care, general medical services and rehabilitation.



CALVARY ST LUKE'S HOSPITAL, LAUNCESTON, TAS
Chief Executive Officer Grant Musgrave

73 bed private hospital.

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



CALVARY ST JOHN'S HOSPITAL, HOBART, TAS
Chief Executive Officer Kathryn Berry

108 bed private hospital.

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



CALVARY LENAH VALLEY HOSPITAL, HOBART, TAS
Chief Executive Officer Kathryn Berry

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

Services: General medical and surgical services, critical care, maternity and neurosurgery.



CALVARY RIVERINA, WAGGA WAGGA, NSW
Chief Executive Officer Joanne Williams

121 bed private hospital, 32 bed drug and alcohol unit and a surgicentre.

Services: palliative care, general medicine, surgery, cardiology, respiratory, sleep studies, orthopaedics, colorectal, breast, bariatric, ENT, paediatric surgery, urology, ophthalmology, obstetrics and gynaecology, oral maxillofacial, plastics, intensive/coronary care, maternity and special care nursery, rehabilitation including hydrotherapy and day procedures. Onsite services include cardiovascular laboratory, medical imaging, pathology, cancer care centre and Breastscreen NSW.



CALVARY MATER NEWCASTLE, NSW

Chief Executive Officer Greg Flint

195 bed public teaching hospital and major research centre delivering in excess of 320,000 outpatient treatments per year.

Services: Palliative care services, emergency, clinical toxicology, coronary care, intensive care, drug and alcohol, general medicine, general surgery, haematology, radiation oncology and medical oncology. Provides ambulatory care and inpatient services to the Hunter-Manning and New England areas. A major research facility with affiliations with universities and colleges, particularly the University of Newcastle and other national and international research partners.



CALVARY HEALTH CARE KOGARAH, SYDNEY, NSW

Chief Executive Officer Shelley Castree-Croad

95 bed sub-acute public hospital.

Services: Multidisciplinary, sub-acute inpatient, day-only, outpatient and community based palliative care, rehabilitation and aged care and dementia services. Community services include multidisciplinary palliative care and rehabilitation teams, aged care assessment team, transitional aged care program, a range of Home and Community Care (HACC) funded programs. A teaching hospital with University of NSW, Notre Dame University, member of the Cunningham Centre for palliative care research and clinical placements in under-graduate and post-graduate programs for other Universities.



CALVARY HEALTH CARE BETHLEHEM, MELBOURNE, VIC

Chief Executive Officer Dr Jane Fischer

60 bed sub-acute public hospital.

Services: A leading Victorian specialist palliative care service with a state wide role in caring for those with a progressive neurological disease such as Motor Neurone Disease, Multiple Sclerosis and Huntington's Disease. The service is complemented by ambulatory services provided to patients in their place of residence or support service. We support over 4,000 patients and their families each year. We are currently working to develop a range of affiliations with universities that will support our specialist role in education, training and research.

Calvary Retirement Communities Hunter, New South Wales

General Manager Bronwyn Wilkinson

CALVARY ST JOSEPH'S

Manager Helen Gayner

Calvary St Joseph's at Sandgate is home to 135 residents and offers a dementia secure unit, respite accommodation services and ageing in place. The site also includes 18 independent living units.

CALVARY MT CARMEL

Manager Maree Gibbs

Located in the heart of Maitland with stunning rural views, Calvary Mt Carmel provides quality care for 41 residents including respite accommodation and secure dementia units. The village also includes 14 independent living units offering privacy and a lifestyle in a relaxed secure environment.

CALVARY NAZARETH

Manager Julie Heaney

Located in the coastal lakeside community of Belmont North, Calvary Nazareth provides quality care and support to 50 residents including a dementia secure unit and respite accommodation. The site also includes 18 independent living units.

CALVARY MT PROVIDENCE

Manager Suzette Connolley

Calvary Mt Providence is located in Muswellbrook and is home to 35 residents. The facility offers quality care and respite accommodation. The site also includes 14 independent living units.

CALVARY COOINDA

Manager Sharon Sheen

Located in the heart of the beautiful Upper Hunter Valley and overlooking the Singleton Showground, Calvary Coinda is home to 34 residents and offers residential care, a day respite program and overnight respite accommodation.

CALVARY ST FRANCIS

Manager Susan Waters

Situated in the beautiful Lake Macquarie region, Calvary St Francis in Eleebana is home to 52 residents and offers respite accommodation and a dementia-specific unit. The site also includes 30 independent living units offering privacy and a lifestyle in a relaxed, secure environment.



CALVARY COMMUNITY CARE

National Director Cheryl De Zilwa

Assists 10,000 clients each month across 21 locations in NSW; Australian Capital Territory, South Australia, Tasmania; Victoria; Northern Territory and Tiwi Islands. Calvary Community Care has been supporting people in their own homes and communities for over twenty years delivering a range of aged care, disability and other support services that enable independence, improve social connections and promote positive health and well-being. Community Care offer three core service areas: Support at Home, Support for Carers and support when coming Home from Hospital.

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



CALVARY CESSNOCK RETIREMENT COMMUNITY, NSW

General Manager Kristin Smith

Set in the Hunter Valley, Calvary Cessnock Retirement Community features 296 residential aged care beds and, like all Calvary Retirement Communities, promotes ageing in place. Calvary Cessnock also provides respite accommodation and secure dementia-specific care to residents.



CALVARY HAYDON RETIREMENT COMMUNITY, ACT

General Manager Deborah Booth

Calvary Haydon Retirement Community features 100 state-of-the-art residential aged care beds and 78 independent living units. Calvary Haydon also provides quality care and support for general and dementia-specific residents within the home.



CALVARY RYDE RETIREMENT COMMUNITY, NSW

General Manager Deborah Booth (Acting)

The manicured grounds at Calvary Ryde Retirement Community are home to a residential aged care facility with 115 beds and 122 independent living units. Calvary Ryde Retirement Community also offers respite accommodation and dementia-specific care to residents.

CALVARY ST MARTIN DE PORRES

Manager Maureen Kiss

Calvary St Martin de Porres at Waratah provides quality care to 41 residents in a home-like environment including respite accommodation and specialist dementia services. Calvary St Martin's offers a diverse range of lifestyle options.

CALVARY ST PAUL'S

Manager Mark Gunn

Calvary St Paul's is located in a tranquil rural setting on the banks of the Manning River at Cundletown and is home to 40 residents and offers respite accommodation services.

CALVARY TANILBA SHORES

Manager Lindy Farrelly

Calvary Tanilba Shores is home to 41 residents and offers respite

accommodation and specialist dementia services within Tanilba Bay. The site also includes 16 independent living units.

CALVARY EPHEBUS INDEPENDENT LIVING UNITS

Comprising of eight independent living units in Lambton.

CALVARY ST LUKE'S INDEPENDENT LIVING UNITS

Comprising of six independent living units in Cooks Hill.

CALVARY TOURS TERRACE INDEPENDENT LIVING UNITS

Comprising of six independent living units in Hamilton South.

Address and contact details are on the back page of this review.

Our Services

Australian Capital Territory (ACT)

- + Calvary Health Care Bruce
- + Calvary Health Care Bruce
 - Clare Holland House
- + Calvary Bruce Private Hospital
- + Calvary John James Hospital
- + Calvary Haydon Retirement Community
- + Community Care Service Centre
 - Bruce

South Australia (SA)

- + Calvary North Adelaide Hospital
- + Calvary Wakefield Hospital
- + Calvary Wakefield Surgicentre
- + Calvary Rehabilitation Hospital
- + Calvary Central Districts Hospital
- + Community Care Service Centres
 - Adelaide, Port Augusta, Victor Harbor, Goowla

Tasmania (TAS)

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

New South Wales (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 (9 locations)
- + Calvary Cessnock Retirement Community
- + Community Care Service Centres
 - Sydney, Taree, Wagga Wagga (also respite care), Newcastle (also respite care and a social centre), Lake Macquarie, Forster (respite care only), Albury (respite care only)

Victoria (VIC)

- + Calvary Health Care Bethlehem
- + Calvary Community Care Head Office
- + Community Care Service Centres
 - Melbourne, Gippsland, Shepparton

Northern Territory (NT)

- + Community Care Service Centres
 - Darwin, Alice Springs, Bathurst Island







www.calvarycare.org.au

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

CALVARY COMMUNITY CARE

Operates in Victoria, New South Wales, ACT, South Australia, Tasmania, Northern Territory and Tiwi Islands
Head Office: 551 Blackburn Road, Mt Waverley VIC 3149
Ph: 03 9271 7333 / 1300 660 022
www.calvarycommunitycare.org.au

HOSPITALS

AUSTRALIAN CAPITAL TERRITORY

Calvary Health Care Bruce

Corner of Belconnen Way and Haydon Drive, Bruce, ACT 2617
Ph: 02 6201 6111
www.calvary-act.com.au

Calvary Bruce Private Hospital

Corner of Belconnen Way and Haydon Drive, Bruce ACT 2617
Ph: 02 6201 6111
www.calvaryactprivate.org.au

Calvary John James Hospital

173 Strickland Crescent, Deakin ACT 2600
Ph: 02 6281 8100
www.calvaryjohnjames.com.au

SOUTH AUSTRALIA

Calvary North Adelaide Hospital

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

Calvary Wakefield Hospital

300 Wakefield Street, Adelaide SA 5000
Ph: 08 8405 3333
www.calvarywakefield.org.au

Calvary Rehabilitation Hospital

18 North East Road, Walkerville SA 5081
Ph: 08 8165 5700
www.calvaryrehabsa.org.au

Calvary Central Districts Hospital

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

TASMANIA

Calvary Lenah Valley Hospital

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

Calvary St John's Hospital

30 Cascade Road, South Hobart TAS 7004
Ph: 03 6223 7444
www.calvarystjohns.org.au

Calvary St Luke's Hospital

24 Lyttleton Street, East Launceston TAS 7250
Ph: 03 6335 3333
www.calvarystlukes.org.au

Calvary St Vincent's Hospital

5 Frederick Street, Launceston TAS 7250
Ph: 03 6332 4999
www.calvarystvincents.org.au

NEW SOUTH WALES

Calvary Riverina Hospital

Hardy Av, Wagga Wagga NSW 2650
Ph: 02 6925 3055
www.calvary-wagga.com.au

Calvary Mater Newcastle

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

Calvary Health Care Kogarah

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

VICTORIA

Calvary Health Care Bethlehem

476 Kooyong Road, South Caulfield VIC 3162
Ph: 03 9596 2853
www.bethlehem.org.au

CALVARY RETIREMENT COMMUNITIES

www.calvarycare.org.au/retirement
Ph: 02 4954 1800 / 1800 222 000

Calvary Ryde Retirement Community

678 Victoria Road, Ryde NSW 2112
Ph: 02 8878 1400

Calvary Haydon Retirement Community

2 Jaeger Circuit, Bruce ACT 2617
Ph: 02 6264 7400

Calvary Cessnock Retirement Community

19 Wine Country Drive, Cessnock NSW 2325
Ph: 02 4993 9000

CALVARY RETIREMENT COMMUNITIES HUNTER

Hunter Regional Office

240 Maitland Road, Sandgate NSW 2304
Ph: 02 4967 0600

Calvary St Joseph's

Retirement Community

240 Maitland Road, Sandgate NSW 2304
Ph: 02 4967 0600

Calvary Cooinda Retirement Community

42 Bathurst Street, Singleton NSW 2330
Ph: 02 6572 1537

Calvary Mt Carmel Retirement Community

9 Dwyer Street, Maitland NSW 2320
Ph: 02 4932 0350

Calvary Mt Providence Retirement Community

59 Tindale Street, Muswellbrook NSW 2333
Ph: 02 6543 2053

Calvary Nazareth

Retirement Community

1 Vincent Street, Belmont North NSW 2880
Ph: 02 4947 0047

Calvary St Francis

Retirement Community

Gleeson Crescent, Eleebana NSW 2282
Ph: 02 4942 7477

Calvary St Martin de Porres

Retirement Community

26 Lorna Street, Waratah, NSW 2298
Ph: 02 4968 2244

Calvary St Paul's

Retirement Community

54 River Street, Cundletown NSW 2430
Ph: 02 6553 9219

Calvary Tanilba Shores

Retirement Community

71-74 Tanilba Avenue, Tanilba Bay NSW 2319
Ph: 02 4984 5922

Calvary Ephesus

Retirement Community

88 Dickson Street, Lambton NSW 2299
Ph: 1800 222 000

Calvary St Luke's

Retirement Community

204-206 Darby Street, Cooks Hill NSW 2300
Ph: 1800 222 000

Calvary Tours Terrace

Retirement Community

242 Lawson Street, Hamilton South NSW 2303
Ph: 1800 222 000

Calvary Retirement Communities Shared Services

Level 1, 342-344 Main Road Cardiff NSW 2285
Ph: 02 4954 1800