



# Annual Review 10/11

*In The Tradition of The Sisters of The Little Company of Mary*



## Forward from the Province Leader

# “I have come that you may have life, and have it to its full”

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These words from the Gospel of John expresses vividly the mission that we too are entrusted. For the Founder of the Little Company of Mary, Venerable Mary Potter, these words were the voice and presence of God in all that she and her fellow Sisters did through action and prayer. This is the gospel imperative which infuses hope in the healing ministry of Jesus and it is through this that Mary Potter suggests that “each and every one of us has a mission from God” embracing the heart of “being for others”. Mary Potter’s vision is realised in each and every person allied with our ministries of service that within the lives of the ordinary comes the hopes and compassion of the extraordinary making a profound difference in the lives of many.

This is the distinct vocation not only of the vision of the Sisters of the Little Company of Mary but is essentially the foundation of compassionate love of all dedicated to Catholic health care and importantly to the Spirit of Calvary.

This year, 2010/2011, heralded a new era in the journey of the Sisters in Australia. On 1st January 2011, the stewardship of Little Company of Mary Health Care was transferred from the Sisters of the Little Company of Mary to a new body - Calvary Ministries. Calvary Ministries is the formal body or “public juridical person” (PJP) established by the Sisters in Australia, and approved by the Holy See (Vatican) for the purpose of continuing this ministry of the Little Company of Mary in the spirit of Venerable Mary Potter. This transfer of the ministry from the Sisters’ stewardship comes with sadness and a sense of loss but we believe that response will ensure the long term future of the ministry, particularly with the limited number of Sisters now available. However, the mission of Calvary expresses the healing ministry of Jesus in a particular way. Who we are today are found in the footprints and spirit of the past. This reality will continue to be an important part of our heritage and Services and the names of “Calvary” and “Little Company of Mary” will both be a part of that heritage and future.

“Go forth, the God of Mary will be with you” concluded the Missioning of the Calvary Ministry Directors earlier this year and with thanks and every best wishes this is our assurance of prayer, blessing and support for the future. ■

## Sr Jennifer Barrow

Province Leader, *Little Company of Mary Australia*



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– Mr Bill d'Apice

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## Message from the Chair of Calvary Ministries Mr. Bill d'Apice

In taking up this rich mission and tradition of the Sisters of the Little Company of Mary we journey in the footprints of an extraordinary ministry of compassionate care.

This has been a year of amazing change for the organisation. With change there is a sadness and a potential for growth. The forming and establishment of Calvary Ministries as stewards of the ministries of the Sisters was a sacred and significant mark in our history. Calvary Ministries, through the work of LCM Health Care Board and Executives continue the ministry and tradition of the Sisters of Little Company of Mary in health, aged and community care in the spirit of Venerable Mary Potter into the future.

Through our Catholic health, community and aged care services in Australia Calvary Ministries seeks to expand and make alive Venerable Mary Potter's vision in the 21st Century, creating organisations that are life-giving and filled with hope for the future. It is hoped that in our daily work we respect the sacredness of the gift of life and the

value and dignity of all people. Through this distinct care and compassion motivated by concern for others each one of us is able to inspire hope, enable confidence, provide a source of strength, and reach out to those who are sick, dying and in need.

As a Director of Calvary Ministries and with the support of the LCM Health Care Board and Executive we delight in the many successes and achievements attained this year throughout all our ministries. These achievements do not come easy and we thank all for your commitment to our mission and compassionate care to all we serve. As Sr Jennifer reminds us in her message

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## “embracing the heart of being for others”

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the Directors of Calvary Ministries look forward to the future. During our Missioning Ceremony in Adelaide we acknowledged that we will walk a new path but will continue the journey of service begun by those who have walked before us.

On behalf of Calvary Ministries, I wish to thank each and every person who by working with us enables the sustainability of this mission and ministry as we care for the sick and the dying. I take this opportunity to welcome all those who have joined Calvary over the past year, and to acknowledge all those who have been part of the Calvary journey and rich traditions for a longer period of time. I also acknowledge the invaluable expertise and contributions of the Board Directors, executive, staff members, doctor and volunteers.

We welcome this visionary challenge and know that in this work you have the assurance of the prayers and support from the Directors of Calvary Ministries in appreciation of your important contribution to our ministries. ■

## Bill d'Apice

*Chair, Calvary Ministries*

Who  
We  
Are



## Mission

In the Calvary services of LCM Health Care, our mission not only speaks of what we seek to achieve but also why our purpose is important and how we want to achieve it.

Our mission is not a statement. Rather, it must permeate the ethos of our services. It informs every aspect of our organisation, our policies and procedures, how we serve those who come to us for care and how we interact with our staff and partners in services. The mission is real when it is embodied in caring individuals and in the activities of our services.

## Vision

For LCM Health Care, we recognise that everything we do is mission. And each one of us, no matter our role, is "on mission". Our vision for LCM Health Care is to excel, and be recognised, as a continuing source of healing, hope and nurturing to the people and communities we serve.

Since our beginning our people have come from many different cultures, traditions and faiths. This has made our group richer and more able to understand and meet the diverse needs of those who come to us for care. It is through our sense of being for others and our values that we can share in our common purpose.

## Values

Our values are visible in how we act and treat others. As stewards of the rich heritage of care and compassion of the Little Company of Mary, we are guided by our values:

**hospitality:** demonstrates our response to the desire to be welcomed, to feel wanted and to belong. It is our responsibility to extend this to all who come into contact with our services by promoting connectedness and listening and responding openly.

**healing:** demonstrates our desire to respond to the whole person by caring for their spiritual, psychological and physical well being. 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 for the future. We are responsible for: striving for excellence, developing personal talents, material possessions, our environment, and handing on the mission 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 which is contrary to our values.



# A Year in Review





## Message from Hon John Watkins, Chair, LCM Health Care

On behalf of the Board of LCM Health Care I am pleased to present the 2010/2011 annual review. Last November I joined the LCM Health Care Board as Chairman following the retirement of Tom Brennan after 10 years of service to the LCM Health Care Board. Tom joined the Board in July, 2000 and was appointed to the position of Chair in June, 2008. I would like to take this opportunity to thank Tom for his years of dedication to LCM Health Care.

In November, 2010 following the November Board meeting, the Board hosted a dinner to celebrate 125th anniversary of the arrival in Australia of the first six Sisters of the Little Company of Mary. At this dinner, we celebrated the spirit, thanked and congratulated the Sisters of the Little Company of Mary for their contributions to Australian health care, for their focus and fulfilment of their mission, to bring the healing ministry of Jesus to people who are sick, dying and in need.

On 1st January, 2011 the stewardship of Little Company of Mary Health Care was transferred from the Sisters of the Little Company of Mary to Calvary Ministries – the formal body or Public Juridical Person (PJP). The Board of Calvary Ministries and the Board of LCM Health Care are definite that the ethos and charism of Venerable Mary Potter and the Sisters will continue to be respected under this new structure. The Sisters of the Little Company of Mary will always be honoured as the Founders of LCM Health Care. The Directors of Calvary Ministries were missioned in a ceremony held in Adelaide on the 2nd February.

On the last weekend in May I was invited to attend the Missioning Ceremony for the new Province Leader and Council of the Sisters of the Little Company of Mary. Sr Bernadette Fitzgerald, LCM was missioned as the Province Leader elect for the Sisters. Sr Bernadette and her new council will assume their roles from the 1st October, 2011.

The Board held nine meetings in the last year, three of which were held in our Services, Calvary Health Care Riverina, Calvary John James and Calvary Retirement Community Ryde. It was a great pleasure for the Board to interact with the management, staff and doctors of these services that deliver our Mission in the communities that we serve.

Through 2010 and 11 the Board continued to work through the many challenges that have been imposed with the ongoing negotiations with ACT Health in relating to the public hospital precinct. This has been a long process and we are confident that an outcome will be achieved in the very near future. The Board has been very happy to support the National Palliative Care Collaborative Initiative, and as part of that initiative signed off an agreement with the Australian Catholic University to establish the Calvary Centre for Palliative Care Research and Development.

The Board has also signed off major capital projects for hospitals in Hobart and the development of a regional Cancer Centre at Central Districts in South Australia, a major redevelopment at Calvary Health Care Sydney, along with the purchase of additional property in Wagga Wagga and Newcastle.

Also, early in 2011 the Board worked with Calvary Ministries to complete the approval process for the acquisition of community and aged care division of CatholicCare of the Aged (CCA) in the Hunter Manning from the Maitland Newcastle Diocese. The Board welcomes the staff from CatholicCare to the Calvary community.

I would like to take this opportunity to express my sincere thanks to all the staff, doctors and volunteers that every day deliver care to our patients, residents and clients. ■

**John Watkins**  
Chair







## Our Logo

The Calvary logo expresses our mission. The cross, prominent in the logo, represents the life and ministry of Jesus and reminds us of the Spirit of Mary standing by her Son on Calvary. It also reflects that the care we provide is richly founded in Gospel values.

The open heart is a symbol of our commitment to responsive and compassionate health, aged and community care, through 'being for others'. The brush strokes form the heart in a very simple and open way. They are an expression of our value of hospitality, our attitude of gracious receptivity in all we do.

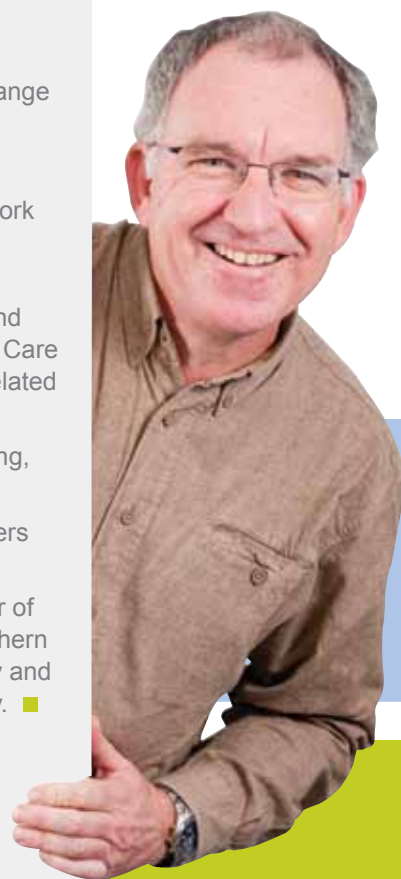
The blue backdrop reminds us of the rich heritage of our founder Venerable Mary Potter and celebrates the story of the Sisters of the Little Company of Mary. ■

## Our Profile

Calvary has a large and dedicated workforce of approximately 10,000 people, employed in a broad range of clinical and non-clinical functions.

- Approximately 85% of the workforce is female
- 25% work full time; 38% work part time and 37% work on a casual basis
- 30% of our people work in Public Hospitals, 40% work in Private Hospitals, 6% work in Aged Care and Retirement Communities, 23% work in Community Care and approximately 1% in the National Office and related areas
- Approximately 4,000 clinical staff made up of nursing, medical and allied health services provide care.
- Community Care employs over 1700 support workers and 180 administrative staff.

We continue to be a significant employer in a number of regional communities including, Wagga Wagga, Northern and Southern Tasmania, Canberra, the Hunter Valley and throughout South Australia and the Northern Territory. ■







## Message from Mark Doran, National Chief Executive Officer

Another memorable year of change and progress thanks to the dedication and purposeful contributions of our people. Last November, we said farewell to outgoing Board Chair, Tom Brennan and welcomed to the role, the Hon John Watkins. Tom's ten year contribution and in particular the last few years as chair in difficult times well known and very much appreciated. Then in January, we saw the Sisters of Little Company of Mary hand over the stewardship of LCM Health Care to Calvary Ministries. In the National Office we have said farewell, to Sr Bernadette Fitzgerald, National Director of Mission, Arthur Yannakou, National Director of Private Hospitals, and Murray Outram, National Director People and Organisational Development, all of whom gave service well above what was expected.

With respect to our service delivered in the public sector, LCM Health Care has strengthened and improved our position in delivering public hospital and related community services across three jurisdictions. The changing needs of the communities we serve and the changing health landscape presented many challenges. However in this regard 2010/2011 has been a great success. Operationally and financially the public hospital group across Australia substantially achieved all its performance targets with a significant increase in throughput. New models of care and service initiatives were introduced, and overall staff satisfaction improved. This annual review highlights a number of these initiatives and outcomes.

From a service development perspective a number of projects were delivered and new ones commenced, of particular note re- developments at Calvary Health Care Sydney and Calvary Mater Newcastle. As a group we have worked to break down the barriers between acute hospitals, aged and community care as we develop our community strategy and to focus on our uniqueness of providing four of the fundamental service segments in a health service network.

We continue on our quest to develop new models of care which will provide integrated, seamless services in the pilot regions of Hunter Manning and the ACT. A great deal of work has been undertaken particularly to improve the delivery of our key mission focus of Palliative and End of Life Care. In March the Calvary Centre for Palliative Care Research in Canberra in conjunction with the Australian Catholic University was launched... Our journey continues.

We also continued to work with ACT Health to resolve the management arrangements for our public hospital in Canberra and are confident of positive resolution.

Our private hospitals continue to provide a significant platform for delivering our mission and sustaining and growing the organisation. The private hospital stream has concentrated on the human elements with tremendous improvements in care standards and safety as evidenced by numerous indicators. Double digit improvements year on year is evidence of the stream's desire and need to achieve industry benchmarks on financial performance.

Our people understand that as our performance improves, our capacity to re invest in our services also improves. Over the past 12 months we have seen major capital projects in St John's, Hobart, Tiwi Islands, Riverina and Lenah Valley, Hobart. This focus will continue in 2012 with projects approved for a comprehensive cancer centre at Calvary Central Districts, Adelaide, redeveloped wards and theatres at Calvary North Adelaide, carparking and ward refurbishments in our Hobart hospitals, accommodation at Ryde Aged & Retirement Services, a Dementia Unit at Kogarah, and commenced planning for the expansion of Calvary Mater Newcastle to include research facilities.

Over the last year, the aged care and retirement stream has been working on the development and implementation of a new model of care for residential aged care. While the model is being loosely based on a "household", it will be reflective of our own particular Calvary identity and flexible enough to be able to respond to the specific peculiarities of each aged care site. A key focus for this model is the idea of enabling residents to have more choices and more control over how they want to live their lives and what they want to do.

Aspects of the "household model" have been introduced and trialled at Calvary Retirement Community Canberra over the year and one of the positive results has been that many residents have become more empowered and feel that they have a greater range of choices about what they want to do. It is anticipated that the next 12 months will see further roll out of the model across our other locations.

In addition to the development and implementation of this model of care, Calvary Aged Care and Retirement Services has challenged itself to identify opportunities for service expansion and development. As well as the acquisition of nine aged care facilities in the Hunter-Manning region, the signing of a Memorandum of Understanding with the University of Canberra and the re-development of part of Calvary Ryde to cater to residents living with dementia, Calvary has created partnerships with organisations local to our facilities, sought out new funding opportunities, has established pathways towards implementing a care program for older inmates at Cessnock Corrective Services, and a graduate nursing program to encourage local students into the aged care industry.

From April, 2011 combining the newly acquired CCA residential and community aged care services located throughout the Hunter-Manning region with Calvary Mater Hospital in Newcastle, and existing aged and community Calvary is now well-positioned to make a unique contribution to health, aged and community care service delivery in that region. As John Watkins, Board Chair, LCMHC, said at the announcement of the transfer of services, a much stronger platform for a multi-faceted care network has been created.

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“There is the potential to bridge some of the identified service gaps between acute and primary care, as well as to continue to enhance palliative and end of life care and chronic disease service options for people in the region,”

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Mr Watkins said. “Likewise, the opportunity for research in these areas is enhanced.”

This year also saw Calvary Silver Circle celebrate 20 years of service. Created by two health professionals, Gerry Naughtin, a social worker and Dianne Main, an enrolled nurse, working out of Gerry's lounge room in an era where there was condescension for private organisations daring to create a different model of care, to, today where Calvary Silver Circle employs almost 2,000 staff and supports over 10,000 clients per month. Over these last two decades Calvary Silver Circle has created a tradition of responsive, respectful, client focused care and has continued to grow to 24 sites across the country, delivery over 1.1 million hours of service each year.

Like our Aged Care & Retirement Services stream, Calvary Silver Circle also expanded in the Hunter Manning with the acquisition of the Catholic Care of the Aged. The expansion in this area increases Silver Circle's workforce by 220 with the majority of these staff being 175 support workers, working in the field enabling people to remain in their community as independently and safely as possible. These frontline staff are supported by regional service centres and the Head Office centralised administrative services. Every role in Calvary Silver Circle is integral in providing our clients and their carers with a responsive service.

It is undoubtedly an exciting time for the aged care and retirement stream and the home care stream and we are looking forward to further developing and expanding on our services in the coming year.

The last 12 months has also seen a significant investment in the groups IT infrastructure, new people systems, and the National IT team working in conjunction with many of our services to deliver improved and upgraded patient applications. In November 2010 the Calvary national web site went live [www.calvarycare.org.au](http://www.calvarycare.org.au). The national web site has brought together all the Calvary services, private and public hospitals, aged care and community home care services under one website, but still giving each service their own new and refreshed web site detailing the latest information and news for the respective service.

Calvary is committed to reducing its environmental impact and is setting about a permanent program to achieve meaningful reductions with the creation of a database system to enable site assessment and benchmarking of energy efficiency of our facilities.

I would like to take this opportunity to thank all our staff, doctor partners, and volunteers who deliver our mission each and every day. A particular welcome is extended to all those who have joined us this year, especially the staff and volunteers from the integration of CCA. ■

**Mark Doran**

National CEO

## Calvary at a Glance:



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Introduced 5,517 new lives

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Undertook 108,984 procedures

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Private Hospitals admitted  
137,887, on average 970 patients  
were in our care every day

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Public Hospitals admitted  
37,672, 516 patients were in our  
care every day

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Aged Care welcomed 227 new  
residents, caring for over 502  
residents every day as well

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Community Care provided over  
1,065,900 hours of support this  
past year to approximately 10,000  
clients monthly

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# Wise Stewardship

## Principal Activities

The principal activities of the Calvary Group during the period were the provision of acute health services by private and public hospital facilities and associated outpatient and outreach services, sub acute services, palliative care, residential aged care, independent living units, community and home care services.

There are 19 entities included in the consolidated group accounts, including 14 major trading entities.

## Significant changes in the state of affairs

Two major transactions completed this year and reflected in the accounts:

- a. On 20 May 2011 Calvary Health Care (Newcastle) Ltd signed formal agreements following conclusion of the construction phase of the Public-Private-Partnership (PPP) arrangements in August 2009. As a result of these agreements, the Economic Entity has recognised the fair value of the buildings, plant and equipment and minor equipment as resources received free of charge. The net effect on the results for 2011, after accounting for the expensing of the minor equipment and the recognition of the loss on sale of buildings substantially replaced is \$89.053M. This capitalisation of the buildings has a net effect on profit of the \$89.053M for the year and there will be an adverse depreciation impact over the next 25 years.
- b. Acquisition of Catholic Care of the Aged, Hunter-Manning residential and community/respite aged care ministries on 1 April 2011 at a gross acquisition cost of \$80M. This resulted in:
  - i. an estimated increase in annual revenue of \$42M;
  - ii. increased staffing by 422 FTEs;
  - iii. an additional 530 additional aged care licences (470 of which are operational) and 125 independent living units (ILUs);
  - iv. a management agreement entered into for the Muswellbrook hostel and 14 ILUs;
  - v. 468 aged care packages and 60 respite care places; and
  - vi. Goodwill on acquisition of \$2.553M.

As part of this arrangement Calvary Home Care Services Ltd secured asset ownership and employed the staff of Catholic Care of the Aged, Hunter-Manning community aged care services and respite services. This will increase annual revenue by approximately \$12M and increase FTE staff numbers by approximately 100.

A new external borrowing of \$22M was taken out on 31 March 2011 from a syndicate of Catholic Development Funds (CDF) to fund a component of the acquisition. The remainder of the acquisition cost was funded internally and through cash already in the CCA business.

The accounts also reflect the acquisition on 1 July 2010 of an additional 51 aged care licences acquired from The Corporation of the Little Company of Mary at a cost of \$0.55M. 48 of these licences were previously managed on behalf of The Corporation. ■



## Results

Total consolidated revenue for the year was \$1,021M and a net surplus of \$126.502M (net surplus \$37.449M after exclusion of surplus resulting from Newcastle PPP arrangement). A 21% growth in revenue or excluding Newcastle PPP the growth in turnover was around 9%. The net profit grew around 26% year on year, excluding the impact of Newcastle PPP

Net assets at year end were \$448.179M with \$28.694M increase in cash for the year to \$136.246M (\$30.819M of which monies held in some form of trust). The growth in cash is noteworthy considering that only \$22m of the Newcastle CCA acquisition was funded through borrowings. ■

## Review of Operations

### (a) Revenues

The Company's revenue from operating activities totalled \$993.755M (2010: \$825.721M). Grants and subsidies from Government for hospital operations totalled \$423.551M (2010: \$295.865M). Grants and subsidies represent 42.6% of revenue from operating activities. Grants and subsidies from Government for hospital operations include \$99.004M in relation to the redevelopment of the Calvary Mater Newcastle hospital site.

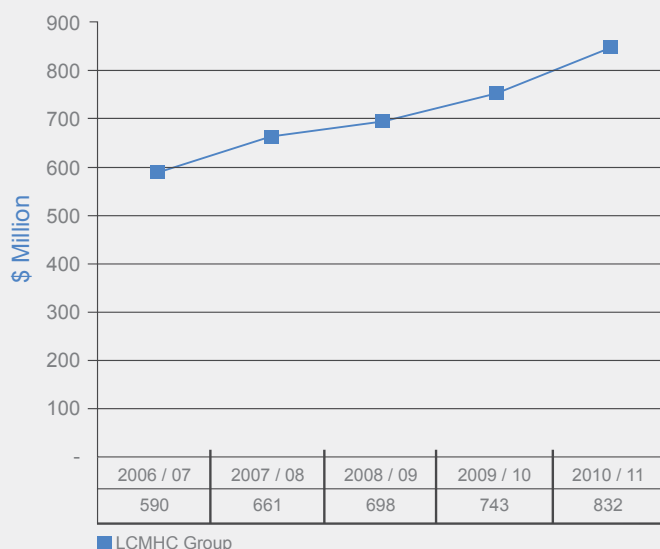
### (b) Expenses

The Company's expense from operating activities totalled \$894.224M (2010: \$816.536M). Expenses on personnel costs represent 57.5% of total operating expense.

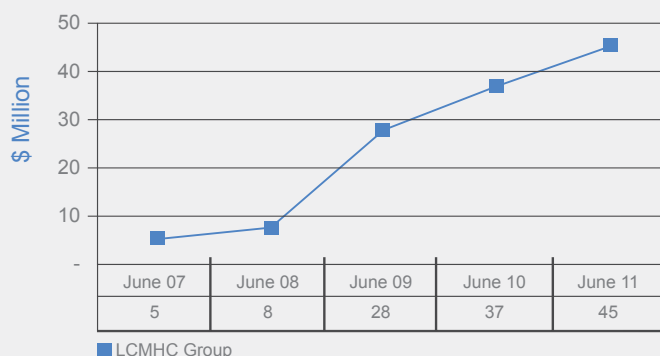
Staffing levels have increased during the reporting period with total staff of 6,061 full time equivalents as at 30 June 2011 (2010: 5,480). ■

## Improving Performance

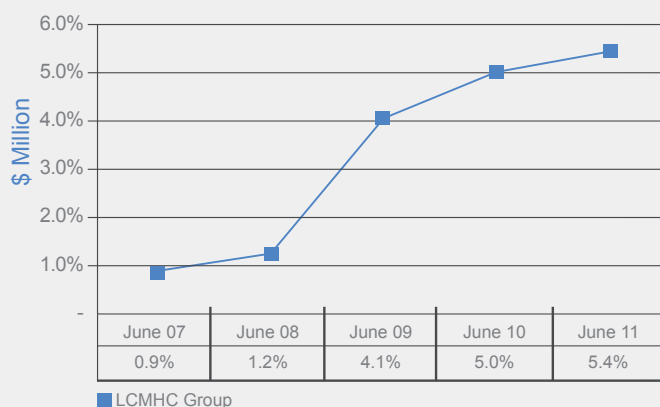
### Operating Revenue Excluding Prostheses (\$'M)



### Operating EBITDA (\$'M)



### Operating EBITDA Margin (%) Excluding Prostheses



## Future Developments

The Group plans to continue service integration throughout the regions in which it operates in, particularly in relation to the aged care and home care services of the recently acquired business in the Hunter-Manning region 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 Ltd (ACT) is in discussion with ACT Health about its long term relationship and the possible expansion of the Calvary Public Hospital.

A business case submitted to the Department of Health (Vic) has confirmed redevelopment of the Calvary Health Care Bethlehem Ltd existing site is the best option for the future and the focus of the Executive, the Board and the Community Advisory Board will be on achieving this aim in the future.

The Board has approved a \$1.8M day rehabilitation service expansion at Kogarah. The Special Purpose funds will contribute towards this project. Once fully operational, the day rehabilitation activity is expected to increase by 800 bed days.

The redevelopment of the Maternity Ward at Calvary North Adelaide Hospital which commenced in 2008 will continue to stages 4 and 5 in 2011/2012. The Board in 2010 approved the St Helen's Ward redevelopment at a value of \$3.700M and an additional \$8.900M for the refurbishment and construction of an additional new theatre. The Board has also recently approved \$12.000M for the construction and fit out of the Calvary Central Districts Cancer Centre. This cost is net of the contribution to be made by a third party. Construction is likely to commence in early 2012 and be completed by December 2012.

A redevelopment of the low care hostel facility at Ryde is planned for next financial year with an additional 3 beds to be constructed. The estimated date of completion is late 2011. ■

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The Group continues to examine both growth potential and the underlying strategic value of existing assets.

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# Some of Our Stories

## Health Funds

All Calvary private hospitals have Hospital Purchaser Provider Agreements (HPPAs) with all major health funds in our markets.

In general the health insurance industry is in good shape:

- The proportion of the population covered by hospital insurance has remained generally static in recent years (currently 45%) although there has been a trend towards policies that require co-payments and those which exclude some services.
- It is reasonable to conclude that with fund membership steady (as a proportion of the population) and with fund premiums increasing by about 6% on average that the funds can service hospital benefit increases at the assumed average rate of private hospital cost increase (which we assess as 4.36%)

On 1 July 2010, the three insurers operating within the BUPA Australia group of companies merged to become one insurer bringing the number of insurers currently operating in the market to 35. Most observers expect that this trend of consolidation within the industry will continue.

While clearly both the funds and hospitals seek to maximise their financial outcome through the negotiation process both parties understand their mutual dependence. Funds need a viable high quality private hospital sector to service their members and private hospitals depend on viable health funds. It is appropriate stewardship to achieve increases to rates that will allow LCM Health Care to continue to provide high quality services and to cover our estimated cost increases, in line with our overall improvement targets. In negotiations, arguments that we will pursue include:

- Increases in line with industry costs.
- We cannot continue to accept rates that will produce revenue outcomes materially below our benchmarks. External benchmarks are contentious but we have no reason to believe we are receiving “most favoured hospital” rates from any fund. We consistently raise the issue of low rates in South Australia.
- We are prepared to explore all reasonable opportunities to improve efficiency and outcomes and will share any dollar savings with funds, linked to above targeted increases. ■

## Procurement and Catalogue

The Procurement team has undergone significant changes throughout 2010/2011 with the restructure and relocation to National Office, implementation of a new purchasing catalogue to be rolled out across the group in 2011-12 which will add greater functionality for users, better control around pricing, contracts and compliance.

With the implementation of the new Calvary catalogue we will have:

- Better management and monitoring of rebates;
- Improved control and review of all products being consumed;
- Accurate information which allows a stronger negotiation platform with suppliers;
- A common structure and unique identifies allowing LCMHC to move to electronic trading with suppliers in the near future.

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The first site to “go live” is Calvary Wakefield in August 2011, with all facilities rolled out by January 2012.

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## Service Development National ICT

The national ICT Strategy of centralisation and implementing national standards accelerated during the course of 2010-11. Many exciting projects came to fruition and the platform continues to be built for the future. Over the course of the year the National ICT team has worked closely with Calvary services to deliver a range of new applications and services some of which are detailed in our stories following...



## Consolidation and Centralisation of Calvary Infrastructure

Over recent years Calvary has acquired a number of health care organisations and their legacy environments. A key component of the National ICT Strategic Plan is to bring the organisation together into a single domain/entity as with the national web site this domain/entity will be [calvarycare.org.au](http://calvarycare.org.au).

A great deal of work has been carried out to bring the organisation together within the application layer but more importantly a significant hardware infrastructure refreshment project is now underway. Within the Calvary National Data Centre located in Canberra, we have invested in building a virtual server environment. The National ICT Team is systematically moving throughout the group virtualising local ICT environments and where possible centralising services to the National Data Centre with the deployment of applications to the sites either via Citrix or web based applications. It is anticipated that all private hospitals and age care facilities will be completed by the end of financial year 2011-12.

There are numerous advantages to Calvary in undertaking this strategic direction.

- Calvary adopting agreed best practice ICT standards
- Future proofing Calvary ICT infrastructure
- Standardising infrastructure – hardware/software
- Centralisation of mission critical servers – e.g. email
- Ability to share ICT resources within the Group
- Centralise deployment of system management tools, e.g. anti-virus, remote device management, etc. ■

## Group Financial Reporting – Finance One (Technology One)

Calvary is committed to standardising finance practice and reporting across the Group. One of the critical components to meeting such a goal is to have the entire group using the same finance application, Finance One. In October 2010 the Calvary Mater Newcastle Hospital was bought online and then late in Financial Year 2010-11 the group of Aged Care and Community services acquired from CCA was also bought online.

With all Calvary Services now on the single finance system group wide finance reporting is now being carried out centrally within Finance One. This has brought a great deal of efficiencies in consolidated reporting. ■

Like Finance One the National ICT team has worked towards standardising systems and ensuring “best practice” is followed across the group. During 2010-11 a number of patient administration and clinical systems projects were completed. The most significant of those is as follows:

### Common Patient Administration System - iSOFT i.PM

The National ICT Team implemented iSOFT i.PM Patient Administration System at Calvary ACT Private Hospital early in the 2010-11 year. The end result is that all private hospitals in the group now run a common patient administration system.

Some of the important benefits to the group of these activities are:

- Standardisation of Calvary “best practice”
- Benchmark comparable process and outcomes
- Common clinical indicator and auditing tools
- Ability to share resources within the Group
- Common suite of patient administration reports
- Provide consolidated activity reporting ■

### Medicare Eclipse Online Health Care Validation

The ICT Team commenced on the journey of electronic exchange with Medicare and health insurance providers. The first step in this journey was the implementation Eclipse Online health care validation functionality. ECLIPSE is an extension to Medicare Australia’s online claiming solutions which offers a secure connection between practices, public and private hospitals, billing agents, Medicare and Department of Veterans’ Affairs and health funds and incorporates direct communication for providers with Medicare and health funds, all in the one transaction.

Across all of our private hospitals and Calvary Bethlehem the following is now operational.

- Online patient verification  
Check the validity of patient details with Medicare or a health fund. This can be done in real time and allows for the provision of aliases which reduces mismatches.
- Online eligibility checking  
Check the eligibility of a patient for both Medicare and health fund benefits estimate the out-of-pocket costs for hospital services and any known medical gaps obtain informed financial consent.  
This does provide a number of efficiencies to Calvary services as this functionality is fully integrated within the iSOFT i.PM Patient Management System thus saving time for those involved with the process and minimises the chance of errors. ■



## **e Medication Management at Calvary Bethlehem Hospital**

An e medical record is very topical within the current Australian health care environment. The initial strategic decision Calvary made in regards to an e medical record in a hospital environment is to commence with patient e medication. The National ICT team in conjunction with Calvary Bethlehem reviewed the e medication management applications in the market and selected a iSOFT product, e Medication Management.

The functionality of the application includes:

- Doctor's prescribing.
- Pharmacist's clinical review and dispensing.
- Nurses' administering medication.
- Single medication record shared by all users.
- Web based.

It is agreed that the introduction of e Medication Management within the facility will:

- Reduces adverse drug events
- Improves patient safety
- Improves patient outcomes
- Improves medication compliance
- Allows monitoring of drug usage patterns
- Easily access – anywhere, anytime, across the hospital
- Total legibility. ■

## **iSOFT i.PM Community Module at Calvary Bethlehem Hospital**

Calvary have a number of services that provide “community” type clinical services as outpatient programs. To assist Calvary Bethlehem with management of such programs the National ICT Team worked with Calvary Bethlehem to implement iSOFT i.PM community module. This module is designed to capture allied health and clinical services activity within the hospital and contains some of the following functionality:

- Patient assessments
- Clinician staff diary
- Clinician caseload management
- Clinician staff teams
- Patient referrals management

The community module has replaced a paper based/ manual system with an application which allows the service to have a far greater understanding of the services provided and the activity of the facilities Clinicians. ■

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## **Patient Controlled Electronic Health Record (PCEHR)**

Calvary Health Care ACT was successful in obtaining funding through the Department of Health and Ageing and the National e-Health Transition authority e-health program to lead a consortium of clinical and technical partners in the development of a patient controlled electronic health record. ■

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## **Telehealth – Community Care**

During the year, Calvary Silver Circle trialled the use of telehealth in Flinders Far North, SA and Launceston, Tasmania to identify its benefits and application for people with chronic medical conditions. The telehealth technology enables the monitoring of blood pressure, blood glucose levels, etc with the data being viewed remotely by clinicians.

This facilitated people to remain independent in managing their health status and utilises our scarce clinical workforce more effectively, now and into the future. The trial has shown positive results with some clients stabilising their own conditions and resuming control of their health management reducing the need for attendance at many monitoring appointments and the need for hospitalisation. It will now be rolled out into other areas including Darwin and Gippsland. ■

# Some of Our Stories

### **Calvary ACT Patient Access Improvement Program (AIP)**

The AIP program has streamlined and formalised activity management across Calvary Health Care ACT's clinical areas enabling both real-time reporting on patient status and treatment plans and improved co-ordination of treatment enhanced patient journeys. It is instrumental to the achievement of increased surgical activity, and enabled the review and improvement of patient discharge processes. ■

### **Development of a Dementia specific low-care unit at Calvary Ryde**

Opened in the early 1990s, the Marian Hostel is a 48-bed facility located at Calvary Retirement Community Ryde. While still well-suited to contemporary aged care approaches, the hostel does not currently have a secure unit able to offer care for people living with dementia.

With a number of changes, one of the hostel's 15 bed units, Grevillea Cottage, is being transformed into such a unit. Along with adding another four bed places to the facility, alterations have been made to a number of areas. The creation of a new outdoor area, enclosure of the garden area and changes to the kitchen and dining area have been combined with the fitting of a new nurse call system, securing of entry points and upgrade of other communication systems; all to enhance resident involvement and safety.

Development commenced early this year and, while rain has caused some delays, it is expected that the project will be completed by late 2011. ■

### Calvary Aged Care expands in the Hunter-Manning

Calvary Aged Care and Retirement Services (CAC&RS) has undergone extensive expansion throughout the last twelve months. Most notably, the acquisition by Calvary of the residential and community aged care activities previously operated by the Diocese of Maitland-Newcastle through its agency Catholic Care of the Aged (CCA), has dramatically enhanced CAC&RS's presence in the Hunter-Manning region of New South Wales. Since April 2011 we have almost doubled in size from just over 500 aged care beds to nearly 1000 beds, more than 150 independent living units have been added to the existing complement of 200, and staff numbers have doubled to nearly 1000 employees.

CAC&RS has continued the employment of CCA staff, including the Newcastle head office staff who have since been merged with existing staff from the Shared Services Centre at Cessnock. To house this new-look team, a number of locations throughout the Hunter region were considered. Finally, on June 20, the expanded Shared Services team, as well as the Hunter-Manning Regional Support Services team, moved into new office space in Cardiff, a suburb of Newcastle.

While much time has been spent on facilitating the handover through negotiations with the Department of Health & Ageing to transfer the bed licences, due diligence and legal work, and setting up new processes and systems, the quality individualised care that is delivered to residents and their families has continued on without interruption. This is a credit to our staff who have continued to keep our residents at the centre of their work, even with the changes that have gone on around them.

We are excited by the opportunities this expansion offers to further shape the way community, health and aged care services are delivered to the people of the Hunter-Manning region and to potentially provide models of care which can be emulated in other regions. ■

### Health Workforce Australia

This initiative of the Council of Australian Governments (COAG) is to meet the future challenges of providing a health workforce that responds to the needs of the Australian community and will develop policy and programs including clinical education. Three Calvary SA Hospitals (Calvary Central Districts, Calvary Rehabilitation and Calvary North Adelaide Hospital) have been successful together with the University of SA in achieving government support funding in the Health Education Network of Northern Adelaide.

The project involves increasing clinical training capacity across a range of health disciplines across Northern Adelaide over 2011 – 2013. Specific disciplines include nursing, physiotherapy and dietetics with funding support for clinical educators, information technology and infrastructure to support training. Being part of this initiative supports the values of the organisation to ensure health care services across a variety of streams remains accessible to the communities we serve. ■

### University of Notre Dame – Riverina

The Opening and Blessing of the University of Notre Dame Australia's Rural Clinical Sub School took place on the 8th June 2011. Joanne Williams, Chief Executive Officer at Calvary Health Care Riverina welcomed distinguished guests and visitors to the Opening and Blessing. This is a significant achievement for the community of Wagga Wagga and surrounding districts. ■



*Dr Christine Bennett, Mr Michael McCormack and Dr Joe McGirr*

# People and Culture

## Best Practice Australia - VMO and Staff Surveys

With services delivered in Tasmania, Victoria, New South Wales, South Australia, ACT and the Northern Territory we are working hard to achieve our vision to create an environment where our people feel safe, valued and have opportunities to develop in order to meet the needs of those we serve. This year all Calvary services participated in the bi-annual Best Practice Australia staff and visiting medical officer satisfaction surveys. This year our survey was conducted across the group in March, with a response rate of 58% from our staff. The results show, whilst the organisation remains in a culture of consolidation, 73 attributes rating better than the last survey. 54% of our staff believe their service is a Truly Great Place to Work. This is an improvement of 25%.

Calvary Silver Circle again confirmed the continuing engagement of their staff. Their results showed 66% engagement compared with 53% average for community and social services. Calvary Silver Circle was again classified as a Culture of Success.

The response rate from our visiting medical officers was 32% which was a decrease of 6% from the previous survey. Calvary hospitals rate highest on our friendly and courteous staff who are viewed as caring and compassionate towards our patients, with our services providing value for money for our patients. Calvary executive are committed to working toward improving the satisfaction of our doctors and staff. ■

## Employer of Choice for Women Citation

LCM Health Care was the recipient of the Employer of Choice for Women (EOWA) citation for 2011. This citation is a prestigious acknowledgement by EOWA and was awarded to only 98 out of the 2,500 organisation registered with EOWA. The citation recognises the work undertaken in advancing women in the workplace.

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“To ensure that Calvary continues the focus, the Board has approved the review of salary rates, according to job evaluation, of all non award senior salaried managers. This will ensure that all staff paid outside of an award or EBA will be paid a salary in accordance to their position and experience”.

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Mark Doran, National CEO ■

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## Workers Compensation – a focus area

On 29 June, 2011, our four (4) hospitals in Adelaide were granted a self insured license in its own right within the WorkCover SA scheme. Calvary Health Care Adelaide comprises of four hospitals which includes Calvary North Adelaide Hospital, Calvary Wakefield Hospital, Calvary Rehabilitation Hospital and Calvary Central Districts Hospital.

In May 2011 WorkCover evaluators completed the evaluation and the final reports submitted to Workcover SA for approval contained no non-conformances. The benefits of becoming self insured are many and include:

- Case Managers and Return to Work Co-ordinators that know and understand the operations of Calvary.
- Greater injury management support.
- Direct relationship with the day to day management of injured workers, and having autonomy to manage the return to work process.
- Control of the claims process with all decisions made by Calvary.
- Ability to invest workers compensation co-insurance premiums that would have previously been paid to the insurer.
- The ability to develop best practice workers compensation management systems.

Calvary Health Care Adelaide should be proud of their achievement in being awarded the self insurance license. Calvary Silver Circle is seeking to be incorporated into the scheme in 2012. ■

## Training and Development

A national review of education and training requirements within all Calvary services took place in the first half of 2010. A direct outcome of this review was the appointment of a National Training Project Manager in March 2011 to manage the implementation of the recommendations with a view to establishing national consistency whilst promoting innovation in health services education.

Three major recommendations from the review were:

### • On line Learning Portal and Learning Management System

A three year license for the e3 On line Training and Learning Management System has been purchased. This system will provide a robust stable online training and learning management solution across all sectors of the organisation and a comprehensive records management system that tracks and records all aspects of online and traditional training.

Staff will have unlimited access to e3's course library. All courses are built by respected content experts, aligned with national guidelines and are continually updated with legislative changes and best practice. The library currently has 125 courses available.

Existing e3 Learning courses can be customised as required to meet the needs of the organisation.



### • On line Journal Access

The EBSCO Hospital Reference Package comprises of a number of on- line databases designed to the information needs of a large health care group.

The EBSCO Hospital Reference Package provides doctors, clinicians, nurses and other healthcare professionals with evidence-based clinical reference tools appropriate for their information needs, when at the point-of-care. The suite will be available from within the hospital as well as being integrated into the proposed Online Learning Portal. Complementing this point-of-care suite is a complete package of research databases, including CINAHL and MEDLINE, on the EBSCO host search interface. This package includes the world's leading health research indexes, plus full-text for over 3,000 journals.



## National People System Project

### • Calvary Training Matrix and Framework

A key finding from the education and training review was the inconsistency across the services of mandatory and statutory training courses being offered including content, frequency, identification of category of staff required to participate and delivery modes.

This comprehensive document now identifies mandatory and statutory training in relation to Workplace, Health & Safety legislation, accreditation and national registration requirements as well as organisational requirements in line with Calvary's Mission and Values.

This matrix is designed to ensure mandatory and statutory training is consistent across our services; that there is commonality in delivery and that the integrity of content can be assured in courses delivered to all Calvary staff. ■

## Leadership and Development – Centering Mission in all that we do

In March, 2010 the inaugural Lamplighter Program was held. The leadership program was held over three days and topics included, the heart of who we are, what our Pastoral Care Practitioners really do, ritual and celebration and why they are integral to who we are in LCM Health Care, the spirituality of Catholic Health Care, the who and how of church structure, ethics, catholic social teaching, servant leadership, looking to the future and leading the Mission. The Board and National Leadership Team joined the group for dinner on the second evening of their program.

One of the participants shared her feelings about the program by saying "It felt like a great privilege to be included in the Lamplighter group, to spend time with Sr Bernadette and the others in the group, and to be given the opportunity to consider leadership and other issues from new directions. While it's always hard to get away, it was well worth it - the Lamplighter program was a very precious and valuable experience". ■

Part of the process of bringing together the various elements of the Calvary group has required alignment of some management systems. The next initiative is to consolidate the systems that help us pay and manage our staff. Calvary pays approximately 10,000 staff from seven different payroll systems.

The People Systems project aims to provide a common approach and a single source of accurate human resource information and in the process, improve the way we manage our most valued resource – our staff. This project commenced in early 2011 and is scheduled to be completed by mid to late 2012.

Importantly, the implementation is another step toward the development of more integrated HR system which is a key element in our current strategic plan. A common system enhances our Group's ability to work together in many areas including enhanced benchmarking and workforce planning.

The broader introduction and enhancement of automation of rostering, award interpretation and human resources applications in the Group will provide staff with better access to their pay details and assist managers in their roles, freeing up valuable hours to all the to further focus on patient care. The timing of this project is also intended to capitalise on the significant improvements in IT infrastructure across the group which ensures the improved stability of the solution and even greater security of information. To date approximately 30% of our staff are paid and managed on the new systems and a lot of foundational work has been completed to ensure the future success of the transition of the remaining 70% of our staff to the new systems. ■



*Lamplighter Program participants*



# Some of Our Stories

## The following represents examples of initiatives taken at a Service level

### Calvary Health Care Sydney

A leadership development program for Middle Managers “Solutions from Within” focused leadership, communications skills, emotional intelligence and team development and was conducted over a six month period with Action Learning sets continuing on for several more months.

It was identified that increasing middle managers knowledge and skills in communication and leadership would have a lasting and extensive effect on the capacity of the workforce of the organisation.

In conjunction with ‘Solutions from Within’, a “Values in Action” program was developed and implemented. The Values in Action program aimed to develop awareness, sharing of experiences and identification of current concerns. Staff were engaged, empowered and motivated to reflect on and challenge inappropriate behaviours and work practice based on Organisational Values.

During the months of November, December and January 2010-11, 194 staff members (54%) of Calvary Health Care Sydney contributed to 30 Values in Action focus groups. The discussions focused on what we do well as an organisation, what can we do better and, what legacy do I want to leave behind.

The process developed trust, increased participants’ awareness of behaviours related to Values and acknowledged current good work and goodwill. Issues impacting negatively on staff attitudes were identified and the next stage action plan was developed for the organisation.

Staff have grown in their understanding of the organisation’s Mission and Values, how they link to behaviours at work, and that behaviours displayed reflect the values of the organisation in a consistent manner. The program focused on reflective practice, open communication, and understanding that each staff member contributes to achieving the vision outlined in Calvary Health Care Sydney’s strategic and local service plan. ■

### Calvary Training Institute

The Calvary Training Institute, Calvary Silver Circle’s Registered Training Organisation, continued to provide accredited training in Certificate 111 and IV in Aged Care, HACC and /Disability and the Diploma of Management. It provided the mandatory training required for Calvary Silver Circle staff including orientation, OH&S, annual manual handling refreshers programs as well as first aid programs. ■

### Credentialling of our Support Workers

Calvary Silver Circle has completed the development of a community learning package for registered nurses to credential support workers in a range of procedures to most effectively meet the increasing care needs of people wanting to remain living in their communities.

These skills include multiple medication administration skills. Support workers receive face to face training, including demonstration and assessment of the new skill. The skills may be client specific subject to the task at hand. Re-credentialling is required for support workers working with adult clients every twelve months and every six months for paediatric clients.

This training enables clients with more complex care needs to be cared for by support workers in their home, and for some, it may be the difference between being at home to being admitted to an aged care facility. ■

# Excellence in Care



## Clinical Governance and Risk

LCM Health Care is committed to the improvement and promotion of our clinical governance framework to ensure we deliver optimal patient outcomes. The following projects are just some of this years initiatives undertaken by the Clinical Governance Unit. ■

### RiskMan Upgrade

This year we have embarked on a major revision and upgrade to our Risk Management System - RiskMan. Based on the Victorian Public Health Incident Management System, the revised RiskMan program has been progressively introduced across Services and will enable more comprehensive reporting of our risks including clinical, non clinical and work health and safety related incidents.

The new system also includes a feedback module for the collection of patient and resident feedback whether it is a compliment or a complaint. Further it allows each Service to classify each incident or complaint and determine possible factors that may have contributed to the incident. Group reports can be generated to assist with further analysis by trending the data to identify high risk areas in specific incident classifications. The system will be further automated over the next year and a "quality" module introduced. ■

## Service Accreditation

It is pleasing to report that all Calvary public and private hospitals remained accredited by the Australian Council on Healthcare Standards (ACHS) during 2010/11. All Calvary Aged and Retirement Services achieved full accreditation with the Aged Care Standards and Accreditation Agency and Calvary Silver Circle remains certified with ISO AS/NZS 9001:2008 for quality and AS4801 for OH&S.

During this period Calvary Health Care ACT, Calvary John James Hospital, Calvary Health Care Sydney, Calvary Health Care Riverina, Calvary Rehabilitation Hospital and Calvary Central Districts Hospital collectively attained the level of Extensive Achievement in 18 criterion and Calvary Health Care ACT achieved an Outstanding Achievement for their quality improvement system. ■

## New By-Laws

In 2010/11 the private hospital By-Laws were revised by DLA Philips Fox and ratified by the LCM Health Care Board and are now being implemented with the assistance of the respective Medical Advisory Committees across the group.

There have been some major improvements in the By-Laws including in the areas of:

- Defining scope of clinical practice, new clinical services, procedures or other interventions.
- Requirements for continuous disclosure by accredited practitioners to the hospital CEO.
- Definitions of nurses, midwives and allied health practitioners to allow for accreditation of non-employee categories of these staff who may provide health or welfare services.
- Definitions of "controlling shareholders" where they may be deemed in competition with LCM Health Care.
- The accreditation period has been extended from three to five years.

The public hospital By-Laws are also reviewed in line with the various jurisdictions every three years with Calvary Health Care Kogarah having renewed their By-laws during this time. ■

## Patient, Residents and Client Satisfaction Surveys

Services all participated in the bi-annual patient/client satisfaction surveys with Press Ganey. This year there were over 5,500 participants in the survey to ensure we gain valuable feedback for continuous improvement opportunities across our services.

The surveys were sent to randomly selected patients or clients between April and May 2011 who had either been an inpatient, attended a day surgery unit, emergency department, outpatient service, community health, or a resident within Calvary Aged and Retirement services.

Whilst the survey showed little improvement on the previous surveys, we are very pleased that Calvary Health Care Riverina achieved the highest score in the private external benchmark for patient feedback for Day Surgery Units across Australia at the time of survey. This result means that 99% of the day facilities surveyed have lower scores than from patients attending the Calvary Health Care Riverina Day Surgery.

The annual Community Care client satisfaction survey, randomly sampled 4750 clients/external service purchasers. A 48% response rate was achieved and the overall satisfaction level was 94%, with all questions rating 90%+ company wide. The flexibility and responsiveness of the service was again identified as a strength of Calvary Silver Circle, as well as the quality of the staff and their expertise.

This year Calvary Silver Circle provided 1,074,000 service hours to enable people to remain living at home, supporting carers by providing a break/respite from their caring role and providing community housing in Bathurst Island, Darwin and Victor Harbour, South Australia and also through the two overnight respite cottages in Lake Macquarie and Forster, NSW. ■

## National Policy Review

With the introduction of the document control software, Objectify at National Office, there has been an opportunity to review and revise the suite of national policies available to Services ensuring that they primarily focus on risk reduction across the group. The national policies are being reviewed across the services and benchmarked within the specialty groups and across the industry to ensure best practice standards are applied. ■





## The LCM Health Care Palliative and End of Life Strategic Plan 2011-2015

Care of the dying is a core mission for Calvary. This year we have achieved significant progress as we re-focus our work in this important area.

In late 2009 the LCM Health Care Board, and National Leadership Team determined that a strategic priority for service development would be related to our care of the dying and those approaching end of life which has always been at the heart of the works of the Sisters of the Little Company of Mary. Our mission is to ensure that wherever we care for people who were approaching the end of life we were able to provide high quality, compassionate care focused on their needs, and those of their family and carers. The mission of 'being for others' is perhaps nowhere better exemplified than in the way we support people at the end of life.

Over the past year some examples of our achievements to date are:

- Appointment of a key leadership position, the National Manager of Palliative Care Services, to facilitate collaborative, innovative improvement across the organisation.
- Establishment of a National Palliative Care Collaborative (NPCC) as a key mechanism through which we would actively seek to learn from each other, share improvement and innovation and contribute to the develop of a culture of 'being with' people at the end of life.
- Appointment of a NPCC – Advisory Team, a multi-disciplinary advisory team to the National Leadership Team. The NPCC advisory team provides advice and recommendation on strategic priorities and opportunities.
- Development of a LCM Health Care Palliative and End of Life Care Strategic Plan (PEoLC) (2011-2015) approved by the National Leadership Team in June 2011. The development of the PEoLC Strategic Plan involved an organisation wide consultation across all service streams with executive, managers and clinicians. The Plan will guide the development and strategic alignment of Calvary Services to better enable us to contribute to the care of people at this most vulnerable time of their life.
- Revision of vocational training resources to support the development of new and enhanced roles for community support workers and aged care workers. This work was undertaken in collaboration with Calvary Health Care Sydney and the Calvary Training Institute and will enable Calvary Services to provide up to date training for both our own staff and for the staff of organisations that we work alongside to ensure continuity of care.
- Establishment of the Calvary Centre for Palliative Care Research (CCPCR) - a partnership between Calvary Health Care- ACT and the Australian Catholic University. The CCPCR enhances our growing research capability in palliative and end of life care and joins an already vibrant and growing research capacity at Calvary Health Care Sydney and Calvary Mater Newcastle. LCM Health Care will be well positioned over the coming years to provide national and international leadership in the field of palliative and end of life care research.
- Commencement of the development of regional Palliative and End of Life Care master plans in the Hunter- Manning Region, Australian Capital Territory and in South Australia. These regional master plans will help us understand the needs of the regional communities we serve, and provide a consistent vision and direction for the development and integration of services.

Over the coming year we will implement strategies which will focus on:

- Understanding and clearly describing the roles and responsibilities of all health, community and aged care staff in the care of people approaching the end of life.
- Development of education and training to support them in these roles.
- Implementation of an "Improving Care Bundle" of strategies designed to ensure that all Calvary, Community and Aged care services have implemented best practice standards in relation to the care of the dying.
- Improving data and information regarding palliative and end of life care to support ongoing development of services.
- The development of innovative models of care that reflect the broad national and state reform proposal in health, aged and community services and that ensure Calvary services continue to provide excellence in care of people approaching the end of life and leadership. ■

# Some of Our Stories

### **MRI takes first patient at Calvary Mater Newcastle**

The brand new and highly anticipated MRI was finally installed at Calvary Mater Newcastle and saw its first patient on Monday 28 May 2011. The \$3.2million unit was bought with NSW Health funding and a significant contribution from Calvary Mater Newcastle. The machine is the first of its kind installed within a hospital in Australia. The MRI installation process commenced in early March and is a welcome addition to existing cancer diagnostic facilities.

In the past Calvary Mater Newcastle patients undergoing radiotherapy and chemotherapy are transported to the John Hunter Hospital for MRI scans, however the funding by NSW Health sees the new MRI service treat patients here at the hospital which is a much more beneficial and comfortable option for our patients and staff. ■

### **First Oncology Nurse Practitioner for Region**

In 2011, Calvary Mater Newcastle secured funding for an Oncology Nurse Practitioner for the next three years. The \$150,000 three-year sponsorship arrangement with Newcastle's Port Waratah Coal Services (PWCS) was brokered in May 2011 by Newcastle-based Supporters of Cancer (SOC), who raised an additional \$90,000 for the Oncology Nurse Practitioner appointment at their charity ball held earlier this year.

PWCS Acting Chief Executive Officer, Geoff Crowe said providing money to a publicly funded hospital was a significant departure from the company's traditional avenues of community sponsorship, however a strong case was mounted by the community, and PWCS now has a universal sense that it is a community cause worth backing and that they have hit a bulls-eye with this initiative.

A nurse practitioner is a registered nurse educated and authorised to function autonomously and collaboratively in an advanced and extended clinical role. The role includes assessment and management of patients, referral to other health professionals, prescribing medications and ordering diagnostic tests.

Commencing in the Calvary Mater Oncology Unit on June 16, 2011, the Oncology Nurse Practitioner will conduct her own patient clinics for patients receiving chemotherapy or who have completed treatment, which will allow Oncologists to treat more new patients and ultimately reduce patient waiting times.

Within Hunter New England Local Health District there are 32 nurse practitioner positions in 13 clinical specialty areas. The new appointment is the first time a fully authorised Oncology Nurse Practitioner has been engaged outside the Sydney metropolitan area, and eight years since the senior nursing position was created in New South Wales - an historic milestone that will make an enormous difference to people of the Hunter New England region requiring cancer care and treatment. ■

### **Credentialling of our Support Workers**

Calvary Silver Circle has completed the development of a community learning package for registered nurses to credential support workers in a range of procedures to most effectively meet the increasing care needs of people wanting to remain living in their communities.

These skills include multiple medication administration skills. Support workers receive face to face training, including demonstration and assessment of the new skill. The skills may be client specific subject to the task at hand. Re-credentialling is required for support workers working with adult clients every twelve months and every six months for paediatric clients.

This training enables clients with more complex care needs to be cared for by support workers in their home, and for some, it may be the difference between being at home to being admitted to an aged care facility. ■





### First McGrath Nurse

Funding was sought and successfully granted by the McGrath Foundation to employ a Breast Care Nurse full time for a period of three years in late 2010. The position has been designated as a Hunter New England Health Service by The McGrath Foundation located and managed at Calvary Mater Newcastle.

The McGrath Breast Care Nurse, Rebecca Chenery, commenced at the end of March 2011. The position is designated to three days per week at Calvary Mater Newcastle, one day per week at The Maitland Hospital and one day per week at Cessnock Community Centre. The McGrath Breast Care nurse position is the only Breast Care Nurse available to patients in the public hospital system in the Greater Newcastle Sector and Lower Hunter region. There are approximately 500 (2010) new diagnosed cases of breast cancer in the Greater Newcastle Sector and lower Hunter region each year. The McGrath Breast Care Nurse provides support and education for patients with breast cancer from diagnosis through to palliation. Promotion of breast care awareness and early detection are also entrenched within this role. It is early days of this significant position which will see all round benefits for the region's women with breast cancer and there are plans in the future to implement Support Groups and Seroma Management. ■

### Icing on the Cake Program

The Rehabilitation Unit team at St John's initiated the "Icing on the Cake" pilot project in June 2011 which has introduced hourly patient rounds. "Icing on the Cake" was chosen as the name for the project as it says that we are just adding to something that is already good. It was named after a competition was run. The concept of the project is the introduction of strict hourly rounds to meet the needs of the patients in a more pro-active way. The set criterion for each round is addressing the: Three "Ps":

- Personal needs,
- Pain, and
- Position

These three areas encompass all aspects of the safety and wellbeing of the patient. Research has shown that when rounding occurs there is a decrease in falls rates, and up to 80% drop in call bell usage. Research has also shown that patient rounding can maximise nurses time by up to 45 minutes per shift.

The real bonus is that as well as these improvements in workloads comes an improvement in staff and patient satisfaction scores. The month of May was devoted to "icing" education and the start date was the 1st of June. The staff has been overwhelmingly supportive of this process and feedback so far indicates that staff have noticed a drop in call bell rates. The Patient Rounding Project is being rolled out across all units at St John's and will be in place hospital wide by the end of the year. The result we require is an enhanced workplace complementing the wonderful standard of care, we give to our patients.

- What we have found is that as a result of the implementation and continuation of the project, the Rehabilitation Unit has experienced an increase in patient satisfaction with 80% of patients identifying that they knew who was looking after them versus 63% pre-rounding, a decrease in falls of 37.5% and a reduction in medication errors of 60%. Patient call bell frequency has also reduced by around 30%. These results are further enhanced by the fact that the unit has increased in bed numbers from 33 to 41 beds over that period and with a high ongoing occupancy rate.
- Staff satisfaction is currently being evaluated. ■



# Research Developments

## Grants and Projects

Calvary services remain committed to research and development and this area of work as being a significant contributor to excellence in care, and that these endeavours accord with our ethics and values.

Following are a selection of our research initiatives.

- In 2010-11 Calvary Health Care ACT Research and Ethics Committee approved a total of 27 research projects. These included four nurse-led research projects that were awarded ACT Health Practice Development Grants, along with the IC/CCU continuing to engage in local, national and international pharmaceutical and cardiac clinical trials.
- Calvary Health Care Sydney has received funding from the Council of Australian Governments (COAG) to provide support and education to Residential Aged Care Facilities (RACFs) in the Palliative Approach in End of Life Care for a three year period. This funding has enabled the employment of full-time social worker (job-shared) and a clinical nurse specialist within the Community Palliative Care Team. A Pilot Program in 2011 will measure outcomes and inform the feasibility and requirements for ongoing work in 2012 and 2013.
- The Palliative Care Research Unit working out of Calvary Health Care Sydney has continued to develop and consolidate its research agenda in the last twelve months. Professor Elizabeth Lobb is funded in a full time research position as part of Calvary Health Care

Sydney partnership with the Cunningham Centre for Palliative Care, an academic unit established under the auspices of the University of NSW, The University of Notre Dame Australia, St. Vincent's and Mater Health, and Cancer Institute NSW.

- In addition, the Unit receives funding as part of the Palliative Care Clinical Studies Collaborative (PaCCSC) based at Flinders University which funds Dr Chris Sanderson as Chief Investigator and two clinical trials nurses. As a result of the initial success of the team, particularly in recruiting to the very challenging delirium clinical trial, the site has now been funded as a full PaCCSC site from June 2010. The team are currently successfully recruiting to three clinical drug trials and have completed the recruitment to the multisite randomised placebo controlled trial of Ketamine for cancer pain.
- In parallel with the PaCCSC clinical trials, and sharing infrastructure and further building the research base of the organisation, Professor Lobb has been developing a qualitative palliative care research program at Calvary Health Care Sydney which has been successful in attracting funding (\$102,000) from St. George Hospital Cancer Research Fund. An additional research nurse was recruited to undertake the Uncertainty Study exploring how patients with incurable disease live with uncertainty. As a consequence of the variation in study designs, the research team has gained a breadth of experience in multiple research modalities including both qualitative and quantitative methods. ■

## 70,000th Baby Born at Calvary North Adelaide

On the 3rd December, 2010 William Ashmead was born, the 70,000th birth at Calvary North Adelaide Hospital. Calvary North Adelaide Hospitals has been delivering care to the community of Adelaide since 1900. To celebrate this milestone, the Hospital presented Mr and Mrs Ashmead with a gift of \$5,000.00. The Ashmeads have donated \$3,000.00 of their gift to a project Calvary North Adelaide is running in East Timor for underprivileged women and children. ■



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In a seminal 1986 study, four elements were identified as “sense of community”:

- membership,
- influence,
- integration and fulfillment of needs, and
- shared emotional connection.

Community  
Engagement

At Calvary each and every day staff endeavour to meet the needs of the community in which they serve. Our stories from across the Group all share the elements of membership, influence, integration and shared emotional connection.

Here are a selection of our stories...



### Community Advisory Boards

Calvary is committed to building and maintaining relationships that strengthen the links between its individual health services and the communities they serve and within the health service itself.

Calvary recognises that the establishment of a Community Advisory Board (CAB), with membership sought from a broad cross section of the external and internal community, will assist Services in achieving this objective. CAB's objectives are to assist the CEO with, and provide advice on, community and stakeholder engagement in order to ensure the Service continues the mission of LCMHC and achieves objectives relevant to the community it serves.

Together with the Service CEO, the role and functions of the Community Advisory Board are to:-

- Contribute to the organisation's strategic planning process, including feedback on annual local service plans, major capital developments and long term master site plans; ensuring that strategies are in place to ensure the most appropriate services, of the highest quality, are available to the community.
- Provide leadership and advice on:-
  - Quality and safety programs.
  - Achievement of key quality performance indicators across the hospital.
  - Operational performance.
  - Achievement of key operational performance indicators across the hospital.
  - Allocation of the hospital budget within conditions and directions established by the Chief Executive.
  - Achievement of key financial performance indicators across the hospital.
  - Recruitment.
  - Other key expenditure decisions for the hospital.
  - The development and implementation of strategies to address any non-achievement of performance targets.
  - The appropriate linkages between the hospital services and other health services.

- Advise the Area Health Service on planning requirements for services within the hospital and liaise with the Area Health Advisory Council (AHAC) on these matters.
- Advise on matters relevant to the marketing and promotion of services in order to ensure a positive community attitude to the organisation.
- Assist in the development, implementation and monitoring of the organisation's communication strategy with industry, government, local politicians and the general community.
- Support and advise on Mission, social accountability and community development initiatives.
- Monitor, provide advice and be engaged in the organisation's community engagement strategy. This will involve all levels of stakeholder management upon which a contribution can be made, including Government.
- Oversee and recommend fundraising activities and resultant projects and operations.

We place on record our gratitude for the tremendous support our public hospitals receive and thank the CAB members and the executive staff for giving so freely of their precious time.

The membership of the Community Advisory Boards for the public hospitals is listed below.

#### **Calvary Health Care ACT**

Mr Peter McPhillips (Chair)  
Mr Robert Gunning  
Mr Gerald Garrity  
Ms Alison Osmond  
Ms Mary Montgomery  
Mr Ray Dennis (CEO)  
Ms Maria Egan (DoM)

#### **Calvary Mater Newcastle**

Mr Brian English (Chair)  
Ms Cathy Tate  
Ms Teresa Brierley  
Mr Richard Anicich  
Ms Lee Shearer  
Mr Greg Flint (CEO)  
Mr Wayne Wells (CFO)  
Mr Kevin Mulligan (DoM)  
Mr Robert Caddies  
Mr Walter Kmet – ND Public Hospitals

#### **Calvary Health Care Bethlehem**

Mr Ian Storey (Chair)  
Ms Colleen d'Offay  
Mr John Coulson  
Ms Anne Murphy  
Ms Ruby Dubash (CHCB)  
Ms Julia Trimboli (DoM)  
Jane Fischer (CEO)

#### **Calvary Health Care Sydney**

Mr Michael Tynan (Chair)  
Mr Barry Shepherd  
Mr John Mulcair  
Ms Lee Jones  
Ms Claire Tynan  
Karen Edwards (CEO)  
Susan Uhlmann (DoM)



### Tiwi Islands – Additional Accommodation

The Opening of the additional accommodation for clients and staff at our Tiwi Island services, was a community-wide event in Nguiu Bathurst Island. It involved formalities by Traditional Owners, Bishop Eugene Hurley of Darwin, Sr Jennifer Barrow, Province Leader and Rebecca Davies representing the LCM Health Care Board. It also included a smoking ceremony by local men and singing by the Strong Women's Choir. A wonderful afternoon tea was provided for clients, staff, families and community members. ■



### Health and Ageing Research - MoU with Canberra University

A new agreement between Calvary Retirement Community Canberra and the University of Canberra is set to further stimulate and support innovation and growth for Calvary Aged Care & Retirement Services, and in the wider aged care industry. The collaboration between the two organisations will help enable further research activities into health and ageing, as well as into identified service gaps in the local community such as those between aged care and hospital-based care.

The collaboration will also open up mutually beneficial pathways to further study and work-based learning opportunities for both university students and those already working within Calvary Retirement Community Canberra.

General Manager of Calvary Retirement Community Canberra, Deborah Booth, said the signing of the Memorandum of Understanding between the two organisations will expose the aged care industry in a positive light to more nursing and allied health students. Deborah also pointed out the potential benefits for both residents and staff of the facility.

“It brings an opportunity to introduce fresh faces, new learnings and gives exposure to best practice techniques and projects. It may also prompt some of our staff to consider a tertiary education which may otherwise not have been considered through their own educational journey.” sh ■ said.

### Calvary ACT Open Day - A Feast For The Inquisitive and Curious

Calvary Hospital threw open its doors on a cool Canberra autumn Sunday morning – and in blew a steady stream of visitors that totalled an estimated 2000 by the time the Calvary Community Open Day was concluded. For inspection were the Intensive Care Unit, the Birth Suite, the Endoscopy Suite, Operating Theatre 7 and the refurbished Mortuary.

Inside stalls promoted the services of the Calvary Retirement Community at Bruce and Calvary Silver Circle, the Auxiliary and Calvary Volunteers were on hand to talk about opportunities for people to join the broader Calvary family, the Calvary Community Advisory Board was represented and sought the views of visitors, a recruitment display offered advice about careers with Calvary, and the Pastoral Care Team was doubly busy with queries about their role at Calvary and also coordinating the tours of the Mortuary.

The Open Day was an outstanding success at a number of levels. Many staff volunteered for guiding and other roles, the visitors without exception were delighted to see areas that are normally off-limits, and there was a great sense of community and connection with many people bringing their children back to see where the kids were born. ■

## Youth Mentoring Initiatives

Calvary Rehabilitation Hospital, Adelaide is coordinating and supporting a Youth Mentoring initiative together with The Student Mentoring and Youth Development program, this program is supported and funded by the Department of Education under the 'Communities Making a Difference' National Partnership. It reflects and responds to a major shift in thinking by providing opportunities, learning experiences and support to young people to ensure they feel engaged, connected and prepared for their futures rather than trying to fix their problems for them. In October 2011 Calvary Rehabilitation Hospital will be hosting 30 students in upper primary and senior school to showcase the many opportunities available to pursue in the health industry ranging from clinical to cleaning and give them incentive to not lose sight of their career dream. ■

## Headsup@Bruce

In just 18 months of operation at Calvary ACT Hospital, Headsup@Bruce has clearly realised its ambition to improve or maintain the self-esteem of women with temporary or permanent hair loss. Headsup originated from the personal experience of Sue Owen who created fashionable and attractive headwear while she was receiving breast cancer treatment. Friends and members of her treating team observed that fashionable and affordable headwear was hard to find, and with their encouragement and the support of friends Sue embarked on a journey to address that issue.

Headsup@Calvary opened in February 2010, originally for one day each week. With growing demand and increased voluntary support the opening hours were extended just two months later. The volunteers, many of whom have undergone treatment for breast cancer, create an environment of empathy and provide a comfortable and secure place for clients who may be feeling very vulnerable.

All these aims are achieved at Calvary ACT and will be extended to women across Australia as the service is replicated at other locations in the future. ■

## Mission and Formation Retreat, Mary MacKillop Place North Sydney

CEOs and Directors of Mission from Calvary Bethlehem, Calvary Bruce, Calvary Mater Newcastle and Calvary Kogarah and members of their respective Community Advisory Boards attended the inaugural Calvary Public Hospitals Community Advisory Board Mission and Formation Retreat at Mary MacKillop Place North Sydney from Monday 2nd to Wednesday 4th May 2011.

National CEO, Mark Doran spoke about the history of the organisation and its beginnings as LCM Health Care, its strategic growth and movement into the future. Input on the Calvary Palliative Care Mission and Strategy placed 'being for others' at the coalface. The core values of Hospitality, Healing, Stewardship and Respect were discussed within their historical and Christian perspective and presentations by the CEOs and Directors of Mission gave examples of how these values were built into the programs and ministry of each of the Calvary sites they represented.

A Missioning ceremony led by John Watkins Chair, LCM Health Care Board used the symbol of light to encouraged participants to reflect the light of LCM Health Care within their own local sphere of influence.

Walter Kmet, National Director Public Hospitals, examined the role of our Catholic public hospitals within the broader health system and discussed the challenges and opportunities this provided to our mission. An Open Forum chaired by two members of the Calvary Bethlehem and Calvary Kogarah CABs provided an opportunity for participants to ask questions and discuss future direction. Several initiatives for future networking and support were outcomes of this forum. ■



## Community Benefit

Calvary Health Care Tasmania is committed to assisting the Tasmanian community, not just through excellence in its hospital and medical services but through the financial support of projects which will build a healthier and happier community. Calvary Community Council which operates across the four Tasmanian campuses assesses the health needs of our Tasmanian community and responds to these needs by building partnerships with the wider community in regard to social accountability matters. The Community Council runs two Community Council Grant rounds each year, in each round up to five \$5500 grants are awarded. These grants fund preventative health projects that will be of benefit to the Tasmanian community.

For the first half of 2011, five grants were awarded, and are as follows:

- \$4500 was awarded to Jireh House for their 'Baby in Mind Project'.
- \$4995 was presented to Campbell Page Limited for their 'Vegies for All Program' at Bridgewater.
- \$2500 was awarded to RPH Print Radio.
- \$5362 was presented to Collinsvale Primary School for their 'Healthy Lifestyles Becoming Habit' project.
- \$4900 was awarded to the Brave Foundation. The Brave Foundation aims to support women across Tasmania with unplanned and unwanted pregnancies.

For the first time, in 2011 Calvary held an event to publically present these grants to the worthy recipients. A ceremony and BBQ was held on the Lenah Valley Campus. Local community members, LCM sisters, our local board member Bridget Tracey, and Community Council members were invited to celebrate the occasion. Staff were also invited to attend, and many did. This event gave Calvary the opportunity to tell their community benefit story to the local community and in particular to staff in order to engage them in the positive aspects of our active mission and community benefit activities.

Calvary Health Care Tasmania is proud of the activities we are involved in and we continue to seek better ways to communicate what we are doing with our staff and our local Tasmanian community. ■

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### **Health Promotion Collaboration Calvary Health Care Bethlehem and Our Lady of Sion School, Box Hill**

This year Calvary Health Care Bethlehem continued a collaborative health promotion project with the Catholic school, Our Lady of Sion in Box Hill. This collaboration enabled nine students in Year 11 and several teachers to engage with patients and staff while exploring a number of

topics pertaining to the clinical areas of palliative care and progressive neurological diseases.

Students have been extremely enthusiastic about their work resulting in the development of a book titled 'Life as a Journey'. This book celebrates peoples' lives and their stories. This process has students expressing a deeper understanding from the patient's perspective of what it is like to live with Motor Neurone Disease or receive palliative care.

Students quickly recognised that quality of life can be achieved with a good support system available. They have also become aware that this support must not only be clinical but also holistic in its approach.

An added dimension to this collaboration is the way students are sharing their learnings with the school community and families. They are conscious of dispelling myths about palliative care and progressive neurological diseases held by the wider community.

This Health Promotion Project has been a formative experience for the students, teachers, patients, families and staff at the hospital. It has opened up dialogue, awareness and understanding, and has ensured the growth and development of the student's perception of life, illness, death and dying. ■

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### **Mater Auxiliary Break all Fundraising Records in 2010/2011**

Calvary Mater Newcastle Auxiliary "Cancer Carers" has broken all their previous records for the highest amount of money raised in one year, with a massive \$206,145.34 cheque presented at its Annual General Meeting in August.


This is an outstanding achievement for the group, who have been working tirelessly to produce the result. All credit must be given to the 29 members of the Auxiliary, they have worked long hours and thought of innovative ways to make such an incredible amount of money for the benefit of the hospital and its patients.

The Auxiliary has increased their total amount raised this year by \$82,793 (67 percent increase) compared to last financial year. In the last eleven years, the Auxiliary has raised well over \$1.5 million for the hospital, which has seen a lot of important medical equipment, among other things, purchased. ■

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Little Company of Mary Health Care is a Catholic Health, Community and Aged Care provider, and is guided in all it does by the philosophy and mission in the tradition of the Sisters of the Little Company of Mary.

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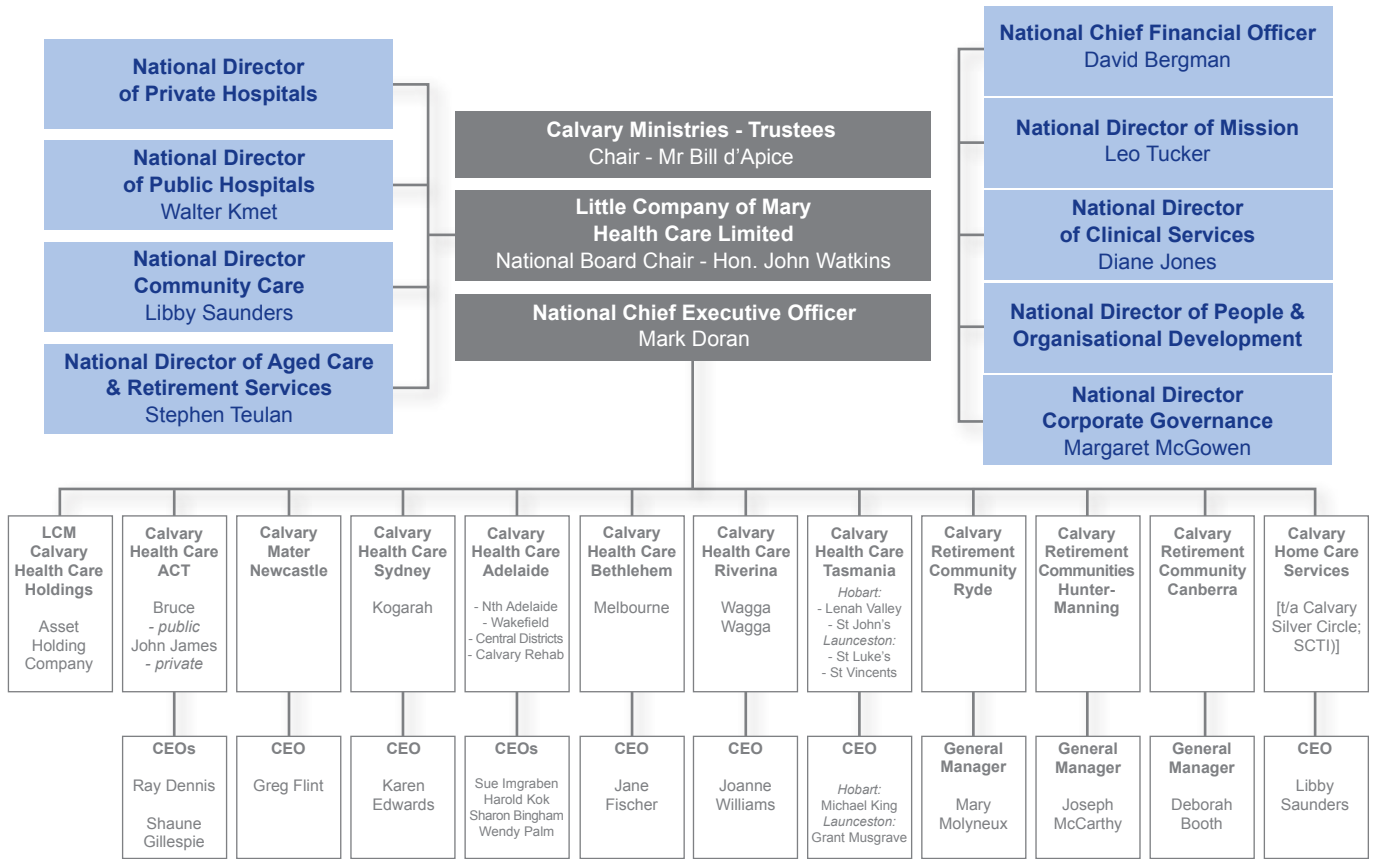


On 1st January, 2011 the stewardship of Little Company of Mary Health Care was transferred from the Sisters of the Little Company of Mary to Calvary Ministries – the formal body or Public Juridical Person (PJP). The group has a two tiered governance structure with the LCM Health Care Board reporting to Calvary Ministries, as can be seen from our organisation structure.

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# Governance

## Little Company of Mary Health Care Limited





## Calvary Ministries

# The Directors of Calvary Ministries are:

### Mr Bill d'Apice • (Chair)

Bill is a partner in Makinson and d'Apice, a well known Sydney law practice, which has provided legal services to various agencies for the Catholic Church for many years. Bill's principle areas of legal practice are property law, commercial law and the law relating to charities and community groups. Although he has expertise in all aspects of commercial law, his particular emphasis is on corporate structuring and directors' duties.

He also sits on a number of charity and community boards which allow him to bring practical experience to his advice. He was a Director and Chair of Catholic Church Insurances Limited for 15 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 Committee. ■

### Sr Brigid Gleeson LCM

Sr Brigid Gleeson, as you know, has had broad experience in health care and administration and is willing to accept this role for a period of time.

Brigid has worked in many facilities throughout Australia, and will be a great support initially to the new Directors. Particularly in areas of our history, story, and Mission. Sr. Brigid has been part of the many stages of changes in Governance Models within LCMHC and held significant positions during this time. ■

### Mr Garry Richardson

Garry Richardson 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.

He has held positions as Chair of both Southern Health and Housing Guarantee Fund Ltd and has also held directorships in Dental Health Services Victoria and the Australian Red Cross Society. He was also Commissioner of the Private Health Insurance Council from 1998 to 2007. He is currently the Chair of the National Blood Authority and the Independent Chair of Health Super Pty Ltd.

Garry also held the position of Chair of Little Company of Mary Health Care from November 2007 to May 2008 when he retired due to ill health at the time. He is a Fellow of the Australian Institute of Company Directors. ■

### Julie-Anne Schafer

Julie-Anne was a lawyer for more than 25 years, during which time she was a partner in two different legal firms. She has been President of the Queensland Law Society and served on the Law Council of Australia. She has served on a number of University Committees etc, and served two terms as Deputy Chancellor of the Queensland University of Technology.

Julie-Anne was a director and Chair of the Royal Automobile Club Queensland (RACQ) and RACQ Insurance for 8 years completing the latter term in May 2009.

From 1999 to 2002 Julie-Anne was a director of Holy Spirit Northside Hospital and also a director of Holy Spirit Hospital, Mt Olivet Hospital, and St. Vincent's Hospital Toowoomba and Robina.

She has been a member of various Committees advising the Catholic Archbishop of Brisbane and also the Catholic Bishops in Queensland.

She is a board member and incoming Chair of Church Resources, Chair of Sunshine Coast Destination Ltd, a director of Queensland Rail and Nazareth Care. She is also a National Transport Commissioner. ■

### Father Ian Waters - PhD, JCD,

Father Ian has been appointed as Canonical Adviser to Calvary Ministries. Fr Ian 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.

Father Ian is a lecturer in canon law at the Catholic Theological College, East Melbourne. Fr Waters serve on a number of boards and associate bodies, including on the Senate and Academic Boards 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 is also a member of the Board of Trustees of St John of God Health Care and has been an adviser to the Little Company of Mary on Canon Law issues for a number of years. ■

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### Patrick Bugden • (Executive Officer of Calvary Ministries Limited)

Pat is a Chartered Accountant and was a partner in a Sydney firm for almost 30 years until he retired from the partnership in 2003. He has held the position as Province Executive Officer for Little Company of Mary since 2004, and his new role will include similar responsibilities that he held previously. Pat will also act as Company Secretary for Calvary Ministries Limited. ■

## LCM Health Care National Board

*The LCM Health Care Board meets nine times per year. Chaired by Hon John Watkins, the Board comprises nine Directors and is accountable to Calvary Ministries. Three of the Board's annual meetings are usually held at our Services, giving Directors the opportunity to see LCM Health Care's values in action and tour the Services, meet informally with Executive staff, middle managers and key stakeholders. In 2010/11, the Board held meetings in Canberra, Ryde and Wagga Wagga.*

### LCM Health Care's Board Committees are:

#### Audit and Risk Committee

– Holds 7 meetings per year

- The Audit and Risk Committee's primary function is to assist the Board in fulfilling its oversight responsibilities by reviewing the integrity and quality of financial information, the processes adopted by management to identify and manage key business, financial and regulatory risks, reviewing the systems of internal controls and risk tolerance that management have established, and monitoring the external audit process.
- Chaired by Mrs Jane Tongs, the committee comprises of Directors, Ms Rebecca Davies, Mr Mick Roche and Ms Brigid Tracey. ■

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#### Mission and Ethics Committee

– Holds 4 meetings per year

- The Mission and Ethics Committee's role is to assist the Board of Directors in fulfilling its governance responsibilities by reviewing and reporting to the Board on issues related to mission integration, ethics issues relating to the areas of health care research, clinical ethics, business practice and personnel management, leadership development and formation of board, executive and staff of LCM Health Care. It also has responsibility for LCM heritages issues and Catholic Health Australia initiatives relevant to mission and ethics matters.
- Chaired by Hon Greg Crafter, the committee comprises of Directors, Hon John Watkins, Prof Peter Ravenscroft and Ms Brigid Tracey. ■

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#### Performance and Remuneration Committee

– Holds 4 meetings per year

- The Performance and Remuneration Committee's primary function is to provide governance with respect to frameworks to drive performance, including the annual performance review of the National Chief Executive Officer and development of succession plans for the NCEO, National Leadership Team and Service CEOs, and to assist with the management of LCMHC's remuneration philosophy and policy as it applies to Directors and LCM Health Care executives.
- Chaired by Mr John Mackay, the committee comprises of Directors Ms Rebecca Davies, Prof Katherine McGrath. ■



## Biographies

# LCM Health Care Board



### **Hon John Watkins M.A., L.L.B., DipEd • (Chair)**

- Appointed to the Board 25 November 2010
- Appointed Chair 25 November 2010
- John has been the CEO of Alzheimer's Australia NSW since September 2008. John also chairs the NSW Centenary of Anzac Commemoration Committee, 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 Parliament in 1995. John was NSW Transport Minister from January 2005, Deputy Premier from August 2005 and Minister for Finance from April 2007 until his resignation from politics in September 2008. John's Ministerial appointments included the portfolios of State Development, Police, Education and Training, Corrective Services, Fair Trading and Sport and Recreation. John was also Minister responsible for World Youth Day 2008, the APEC Conference in 2007 and other major events. ■

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### **Mr Michael Roche • (Deputy Chair) BA (Accounting), FCPA, MACS**

- Appointed to the Board 23 April 2008
- Appointed Deputy Chair 10 June 2010
- Mick Roche is a consultant working with government agencies and companies dealing with government on a range of strategic management issues. He is a member of a number of public sector governance boards, is a director of Maritime Australia Limited and chairs the Pharmaceutical Benefits Pricing Authority. Mick was previously Undersecretary for Defence Material in the Department of Defence and has worked at senior levels in Customs and the Departments of Health, Prime Minister and Cabinet, Immigration and Finance. ■

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### **Hon. Greg Crafter AO LLB**

- Appointed to the Board 16 November 2006
- The Hon Greg Crafter was a Member of the South Australian State Government House of Assembly from 1979–1993 and Minister of the Crown from 1982–1993 where he was responsible for several portfolios including Education and Children's Services, Community Welfare and Aboriginal Affairs. Greg was admitted to the Bar in 1978 and is a non-executive Director and Chair of a number of government and private sector boards. In 2008, Greg was appointed a member of the National Catholic Education Commission and Chair of the Catholic Health Australia Bioethics Committee. ■



#### **Mrs Jane Tongs MBA, BBus, FCA, FCPA, MAICD**

- Appointed to the Board 16 November 2006
- Jane Tongs is the Chair of Netwealth Holdings Limited and a Director of Leadership Victoria, Run, Evans and Peck and Catholic Church Insurances. Jane has previously been the Deputy Chancellor of RMIT, Chair of Australian Alpine Enterprises and a Director of Heine, MacarthurCook, Workcover SA, ESSSB, Bayside Health and other companies. Prior to these appointments, Jane was a partner at PricewaterhouseCoopers. ■

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#### **Mr John Mackay AM BA (Admin/Economics), FAIM**

- Appointed to the Board 15 November 2007
- John Mackay is Chairman of ACTEW Corp, ActewAGL, TransACT Communications, the National Arboretum, Canberra Glassworks and the Salvation Army Advisory Board and is a Director of Canberra Investment Corp and the Canberra Raiders and Chancellor of the Canberra University. In 2004 John was awarded an Order of Australia for services to utilities and the community and in 2008 John was named ACT Citizen of the Year. ■

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#### **Ms Rebecca Davies BEc, LLB (Hons), FAICD**

- Appointed to the Board 25 September 2008
- Rebecca Davies is a Director of Private Health Insurance Administration Council and Juvenile Diabetics Research Foundation, having retired from her position as a partner at Freehills in 2009, where she specialised in litigation. Rebecca is also Editor, Update magazine and Ambassador, Field of Women Live and Breast Cancer Network Australia. ■

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#### **Professor Katherine McGrath MB, BS, FRCPA, MRACMA, FAICD**

- Appointed to the Board 26 November 2009
- Professor Katherine McGrath is a health management consultant, CEO of the Australian Association of Pathology Practices and an Adjunct Professor, School of Medicine at the University of Queensland. Katherine's previous roles have included Group General Manager, Medibank Private; Professor Pathology, University of Newcastle; Deputy Director General, NSW Health; and CEO, Hunter Area Health Service. ■

#### **Professor Peter Ravenscroft AM MB, BS (Qld), MD (Qld), FRACP, FFPMANZCA, FaChPM**

- Appointed to the Board 26 November 2009
- Professor Peter Ravenscroft retired as a physician in February 2009 and is currently employed part-time as a Senior Staff Specialist at the Hunter Integrated Pain Service at John Hunter Hospital, Newcastle. Peter is also Chairman of the International Christian Medical and Dental Society and has been Professor and Director of Palliative Care at the Calvary Mater Hospital in Newcastle and Area Director of Palliative Care at the Hunter New England Area Health Service. Peter has written over 100 publications in medical journals and contributed to 14 books. ■

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#### **Ms Brigid Tracey AM BN (Bachelor of Nursing), Grad Dip Nursing Administration**

- Appointed to the Board 26 November 2009
- Brigid Tracey 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. Brigid 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 General Division of the Order of Australia in 2001 for services to Nursing. ■

## Our Executive Team

*LCM Health National Leadership Team represents each of our service streams plus the support services of Mission, Human Resources, Clinical Services, Risk and Governance. Each Executive is responsible for delivering financial results for the 4 streams, along with our strategic plan.*

### **Mark Doran • National Chief Executive Officer**

Mark commenced his career as an Administrative Trainee in the NSW public hospital sector and later as a post graduate trainee in the 'Hornsby' scheme. A move to the private hospital sector in 1983 as senior hospital manager, allowed him to participate in the development of an organisation that grew from six small facilities to Australia's largest corporate hospital operator, Mayne Health, with over 50 hospitals. During that time he commissioned the 300 bed John Flynn Hospital and Medical Centre on the NSW/Queensland border which he then managed for seven years. From 2000 to 2008, Mark worked for both Mayne Health and Ramsay Health Care, responsible for up to 15 facilities as the State Manager for Queensland. ■

### **Sr Bernadette Fitzgerald LCM • National Director, Mission**

Sr Bernadette began her involvement with the ministry in 1977 and has worked within a number of Catholic health care systems over the last thirty years. Sr Bernadette undertook her Registered Nurse training at St Vincent's Hospital, Melbourne and completed her Midwifery at Mercy Hospital for Women in East Melbourne. Since entering the Little Company of Mary in 1983, Sr Bernadette has ministered in Hobart, Adelaide, Sydney, Wagga Wagga and Melbourne with over 15 years spent at, or connected to, Calvary Health Care Riverina where she was first Director of Nursing and then Director of Mission.

In 2006, Sr Bernadette transferred back to her home state of Victoria and became the first Director of Mission for Calvary Silver Circle, the LCM Health Care community care service after its acquisition by Little Company of Mary Health Care. In August 2008, she was appointed the National Director of Mission for LCM Health Care. Sr Bernadette holds a Bachelor of Health Science (Nursing), Graduate Diploma of Health Services Management and a Master of Theology, a Certificate IV in Training and Assessment.

Sr Bernadette believes passionately in the giftedness of our LCM Health Care people who live the mission every day in what they do and the service they give. ■

### **David Bergman • National Chief Financial Officer**

David has ten years experience in the aged care and health sector as a senior executive with demonstrated success in growing organisations. Strong record of business improvement, change management and the development of finance and reporting functions. For the 15 years prior to this David has worked in a number of organisations including chartered accounting firms, finance companies and also with Macquarie bank. ■

### **Walter Kmet • National Director, Public Hospitals**

Walter has over 20 years experience in health services in Australia, Asia and the United Kingdom. Walter was formerly Managing Director of HSA Group Limited, CEO of Nations Healthcare Limited, and held leadership positions with MIA Group Limited and Mayne Nickless Limited. Walter has extensive experience in developing, commissioning, operating and restructuring health services. Walter has worked closely with both public and private sector health systems and international institutions, including Johns Hopkins Hospital and the National Health Service, in leading best practice in health care.

He was responsible for Certification of the Jakarta based Jatinegara Hospital and Medical Center with ISO 9002 in 1997, the first time such Certification was granted to a Hospital service in the Republic of Indonesia. Walter has been appointed Adjunct Associate Professor with the School of Medicine at the University of Queensland and is a subject matter expert in innovation and strategy in health care services. ■

### **Libby Saunders • National Director, Community Care**

Libby has a social work background and over 35 years professional experience, working in the early days of the Community Health program, then as Senior Social Worker of the Spastic Society Victoria, before joining Calvary Silver Circle 17 years ago.

Libby was a director in the original company, overseeing the development and expansion of the organisation to meet and maintain its original purpose - to enable people to live as they choose in the community, by providing reliable, responsive service. She has been instrumental in developing and maintaining Calvary Silver Circle's quality accreditation, responding to changing requirements and needs in the community care sector and guiding the organisation through acquisitions – itself becoming part of LCM Health Care in 2006 and then acquiring and integrating other services into Calvary Silver Circle. ■

**Steve Teulan • National Director, Aged Care & Retirement Services**

Steve Teulan is an experienced aged care and health care manager having previously worked in aged care as Director of Corporate Finance & Strategy for UnitingCare Ageing NSW.ACT, Regional Director for Sydney for Catholic Health Care and as CEO of Mercy Family Centre.

This followed senior management roles in private hospitals, including the Mater Hospital, North Sydney. Steve's original training was as a Chartered Accountant with Deloitte, where he was a partner in health consulting for seven years.

Steve holds a Bachelor of Commerce and is a Chartered Accountant and an Associate of the Australian College of Health Service Executives. ■

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**Diane Jones • National Director, Clinical Services**

Diane Jones has broad experience commencing her nursing career at Royal Prince Alfred Hospital completing a three year hospital based training program in 1978. She undertook her Midwifery training at King George V Hospital for Mother and Babies and completed a Critical Care course at the NSW College of Nursing.

Since 1993 Diane has extensive experience in various senior management roles including Director of Nursing and Chief Executive Officer in New South Wales, Victoria and Western Australia. She has a keen interest in workforce issues and held the position of National Workforce Planning Project Officer for Mayne Health in 2000-2002.

Prior to her appointment to LCMHC Diane was the Deputy Chief Executive Officer of Joondalup Health Campus (JHC), a privately operated 390 bed hospital for public and private patients in the northern suburbs of Perth for almost six years. She is a surveyor with The Australian Council on Healthcare Standards (ACHS). ■

**Margaret McGowen • National Director, Corporate Governance (including Company Secretary)**

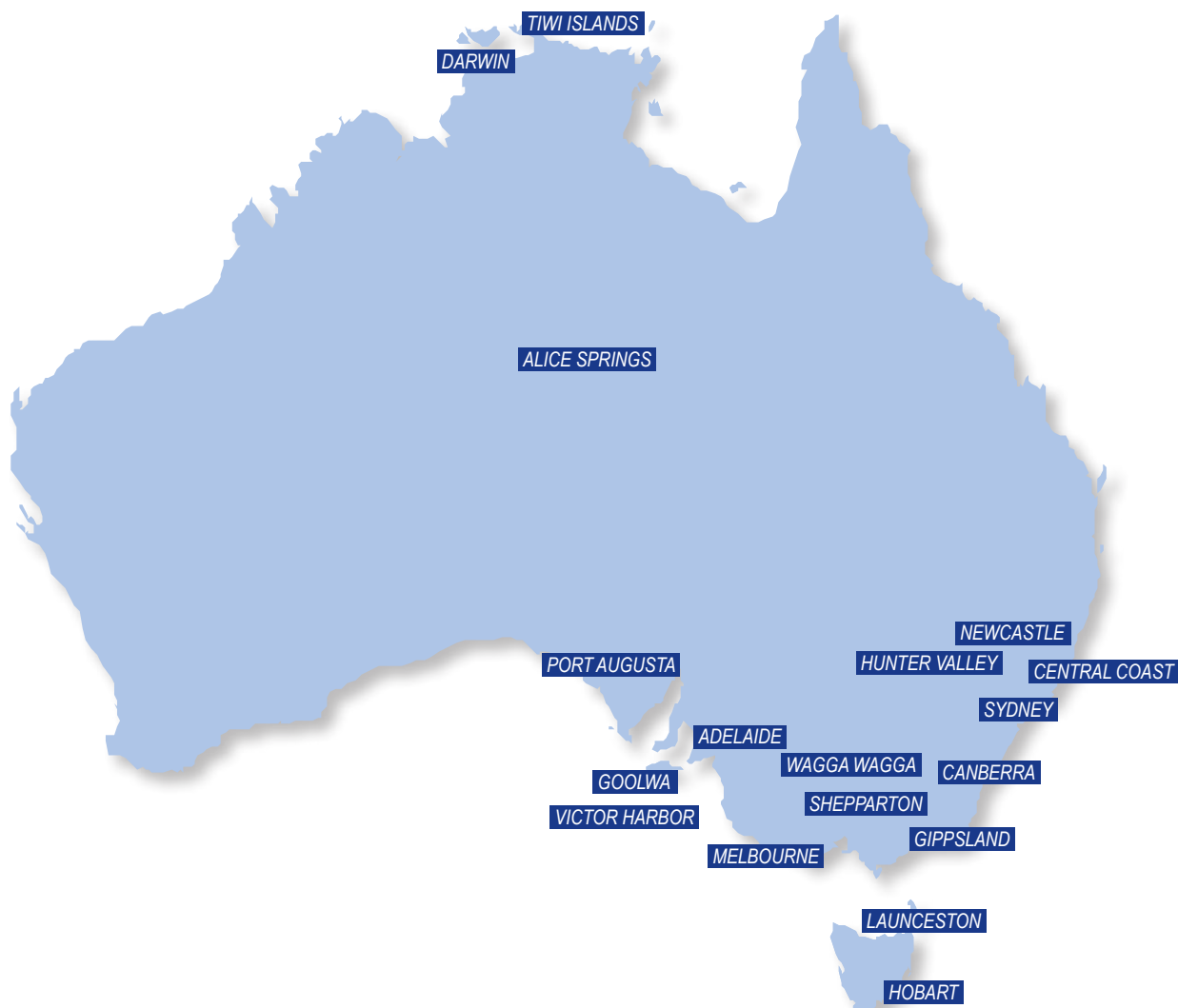
Margaret's 30+ year career spans risk management, corporate secretarial, compliance, finance, project leadership, performance improvement/ change management consulting and audit roles at the Commonwealth Bank, ipac, AMP and Coopers & Lybrand (now PricewaterhouseCoopers), including 5 years in the UK. ■

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**Murray Outram • National Director People and Organisational Development**

Murray has over 30 years of experience in both line and corporate human resource roles in major Australian corporate organisations.

Murray has experience working in organisations that are growing rapidly through acquisition and also those undergoing major workforce restructuring. Murray is experienced in organisation change and leadership development processes, as well as new business start-ups and joint venture activities. He played a significant role in the acquisition of Mayne logistics by Linfox Australia Pty Ltd in 2003 and also the re-structuring of BHP's Division during the 1980s. He has a long standing interest in leadership and learning, competency identification and development, organisation culture and change, workforce planning and the application of systems thinking in organisations. ■



# Services Profile

**LCM Health Care provides services in five states and territories:**

## Calvary Health Care ACT

### Calvary Public Hospital

Calvary Public Hospital is a 250 bed modern public and associated teaching hospital with the University of Sydney, Australian National University, University of Canberra and the Australian Catholic University. It offers extensive inpatient and outpatient medical and surgical services as well as accident and emergency and critical care services. Other specialist services include mental health, rehabilitation, day procedures, maternity and oncology.

This includes the ACT's public hospice with 19 beds and extensive community palliative care (Clare Holland House), which is located on the shores of Lake Burley Griffin.

### Calvary Private Hospital

Calvary Private Hospital, a 95 bed private hospital provides general medical and surgical services as well as the only private mental health unit in the ACT, maternity and women's health services and day procedures. Calvary Private Hospital is supported by the Calvary Clinic, a stand alone medical centre which accommodates leased medical suites.

### Calvary Private Health Care Canberra (trading as Calvary John James)

Calvary John James Hospital is the largest private hospital in the ACT comprised of 155 beds providing an 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 and a 20 bed rehabilitation unit with day programs and a hydrotherapy pool. A Bariatric Centre of Excellence has also recently been established within the grounds of the hospital.

Lidia Perin Memorial Hospital (adjacent to the hospital) operates as a day surgery and is also managed by Calvary John James.

## Calvary Health Care Adelaide

### Calvary North Adelaide Hospital

Calvary North Adelaide Hospital is a 153 bed acute private hospital providing general medical and surgical services, oncology, day chemotherapy, critical/intensive care, maternity, inpatient and outreach public and private palliative care through the 16 bed Mary Potter Hospice.

### Calvary Wakefield Hospital

Calvary Wakefield Hospital has 180 high technology acute private hospital beds. It is a major tertiary hospital with a strong focus on neurosurgery, cardiac services and orthopaedic surgery. A day 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 a comprehensive medical precinct.

### Calvary Rehabilitation Hospital

Calvary Rehabilitation Hospital is a modern, purpose-built 65-bed facility providing inpatient and day patient rehabilitation services. The hospital provides a variety of rehabilitation programs including cardiac, orthopaedic, neurological (including stroke), multi-trauma, falls prevention, geriatric assessment, pulmonary and reconditioning and is committed to restoring an individual's quality of life to its optimal level.

### Calvary Central Districts Hospital

Calvary Central Districts Hospital is a modern 76 bed private hospital providing a broad range of medical and surgical services, including a cancer care unit, geriatric assessment unit and consulting suites on site. Located north of the city at Elizabeth Vale, it is the only private hospital between North Adelaide and Gawler and provides valuable support to the Barossa Valley and Northern Yorke Peninsula regions.

## Calvary Health Care Tasmania

### Calvary Lenah Valley Campus Hobart

Calvary Lenah Valley Campus (Hobart) has 173 beds providing general medical and surgical services; critical care; maternity; and neurosurgery.

### Calvary St John's Hobart

Calvary St John's Hospital has 98 beds providing general medical and surgical services, day surgery, oncology, ENT and paediatric surgery, palliative care, inpatient rehabilitation and pain management services.

### Calvary St Luke's Launceston

Calvary St Luke's Hospital has 73 beds providing general medical, palliative care, orthopaedics, ENT surgery, gynaecology, postnatal care, sleep studies, day surgery and home nursing.

### Calvary St Vincent's Launceston

Calvary St Vincent's Hospital has 76 beds providing colorectal surgery, gastroenterology, general medical services, general surgery, high dependency, lithotripsy, oral/facio maxillary surgery, plastic surgery, urology and rehabilitation.

### **Calvary Health Care Riverina**

Calvary Riverina is a 104 bed private hospital providing general medical and surgical services, coronary/intensive care, day procedures, maternity and includes a 10 bed alcohol and 12 bed drug and illicit drug rehabilitation services.

Calvary Day Procedures Centre is a free standing day surgery centre with three procedures rooms, 13 stage one recovery places and 11 stage two places.

### **Calvary Health Care Newcastle**

Calvary Mater Newcastle, is a 214 bed publicly funded teaching hospital. It has an agreement with Hunter New England Area Health Service (HNE) to provide clinical haematology, clinical toxicology, coronary care, drug and alcohol, general medicine, general surgery, intensive care, hospice, palliative care and oncology services and operates an emergency department.

### **Calvary Health Care Sydney**

Calvary Health Care Sydney is an 88 bed sub-acute publicly funded hospital at Kogarah providing a range of sub-acute and community services; inpatient and community based palliative care, inpatient and community based rehabilitation and geriatric services, and home nursing services.

Calvary Sydney also operates the NSW-wide Artificial Limbs Scheme, as well as the Aged Care Assessment Team for the area.

### **Calvary Health Care Bethlehem**

Calvary Health Care Bethlehem is a 70 bed sub-acute publicly funded service. It is a specialist palliative care provider, caring for those with malignant disease and progressive neurological disorders, in particular Motor Neurone Disease, Huntington's disease, Multiple Sclerosis and Parkinson's disease. Specialised ambulatory services provide community based care to patients in their home, in addition to a range of programs through Day Centres and Outpatient Clinics.

### **Calvary Home Care Services**

**- operating as Calvary Silver Circle in Victoria, New South Wales, ACT, South Australia, Tasmania, Northern Territory and Tiwi Islands**

Calvary Home Care Services operates as Calvary Silver Circle, providing a range of services to support people remain living at home and in their communities. These include older people, people of any age with a disability or requiring assistance after hospitalisation or illness and carers.

These services assist 10,000 clients each month and include:

- Housekeeping and home care services
- Personal care
- Emergency monitoring services
- Respite care
- High and low care packages
- Mobility assistance
- Home repairs, maintenance and modifications
- Companionship

## **Calvary Retirement Communities Hunter-Manning**

### **Calvary Retirement Community Cessnock**

Calvary Retirement Community is a residential aged care community set in extensive grounds in the Hunter Valley, Cessnock, NSW, with 216 high care places (including 96 dementia care beds) and an additional 45 community aged care packages.

Commissioning of the 80 bed low care hostel took place in 2007, and planning continues for development of independent living units, as part of a comprehensive ageing-in-place community.

### **St Joseph's Home**

Situated amidst a tranquil garden setting in Sandgate, St Joseph's Home offers an increased level of high care as well as a dementia secure unit and an ethno-specific unit. Independent Living Units are also available on-site for self-care residents. Joseph's Home is a residential aged care community comprises of 136 high care beds and 18 independent living units.

### **Cooinda Hostel**

Located in the heart of the beautiful Upper Hunter, Cooinda Aged Care Singleton provides quality care for 33 permanent low care residents and offers a day respite program and overnight respite accommodation.

### **Mt Carmel Village**

Located in the heart of Maitland with stunning rural views, Mt Carmel Village provides quality care for residents and offers overnight respite accommodation and independent living units on-site. Mt Carmel Village comprises of 41 low care beds and 14 independent living units.

### **Mt Providence Village**

Mt Providence Village is the longest running and only low-care, aged care facility in Muswellbrook. Mt Providence Village accommodates 35 permanent residents and also offers respite accommodation and Independent Living Units on-site Mt Providence Village comprises 36 low care beds and 14 independent living units.



## Nazareth Village

Located in the coastal lakeside community of Belmont North, Nazareth Village provides quality care and support to 49 permanent residents, has a dementia-secure unit, offers respite and has self-care independent living units available on-site. Nazareth Village comprises 50 low care beds and 18 independent living units.

## St Francis Village

Situated at Lake Macquarie, St Francis Village Eleebana also offers respite accommodation and independent living units on-site. St Francis also has a 12-bed Dementia Specific Secure Unit. St Francis Village comprises 52 low care beds and 30 independent living units.

## St Martin de Porres Hostel

St Martin de Porres Aged Care provides quality care to 41 residents in a home-like environment and also offers overnight residential respite services.

## St Paul's Hostel

St Paul's Aged Care offers permanent accommodation for 40 residents, as well as respite accommodation.

## Tanilba Shores Village

Tanilba Shores Village cares for 41 low care residents, offers overnight respite accommodation and 40 Independent Living Units on-site.

## Ephesus Independent Living Units

Ephesus Independent Living Units comprises 8 independent living units.

## St Luke's Independent Living Units

St Luke's Independent Living Units comprises 6 independent living units.

## Tours Terrace Independent Living Units

Tours Terrace Independent Living Units comprises 6 independent living units.

## Calvary Retirement Community Ryde

Calvary Retirement Community Ryde is a residential village comprising 111 high and low care beds (including a 20 bed dementia unit), and 126 independent living units.

## Calvary Retirement Community Canberra

Calvary Retirement Community Canberra is a three tier ageing in place residential aged care community that was built in 2003 and includes 100 high and low care beds and 78 independent living units as well as an extensive community care centre.

## Calvary Health Care ACT

- **Calvary Public Hospital**  
Cnr Belconnen Way & Haydon Dr,  
Bruce ACT 2617 • 02 6201 6111  
[www.calvary-act.com.au](http://www.calvary-act.com.au)
- **Calvary Private Hospital**  
Cnr Belconnen Way & Haydon Dr,  
Bruce ACT 2617 • 02 6201 6111  
[www.calvaryactprivate.org.au](http://www.calvaryactprivate.org.au)

## Calvary John James Hospital

173 Strickland Crescent,  
Deakin ACT 2600 • 02 6281 8100  
[www.calvaryjohnjames.com.au](http://www.calvaryjohnjames.com.au)

## Calvary Health Care Adelaide

- **Calvary North Adelaide Hospital**  
89 Strangways Terrace,  
Nth Adelaide SA 5006  
• 08 8239 9100  
[www.calvarynorthadelaide.org.au](http://www.calvarynorthadelaide.org.au)
- **Calvary Wakefield Hospital**  
300 Wakefield Street,  
Adelaide SA 5000 • 08 8405 3333  
[www.calvarywakefield.org.au](http://www.calvarywakefield.org.au)
- **Calvary Rehabilitation Hospital**  
18 North East Rd,  
Walkerville SA 5081 • 08 8165 5700  
[www.calvaryrehabsa.org.au](http://www.calvaryrehabsa.org.au)
- **Calvary Central Districts Hospital**  
25-37 Jarvis Rd,  
Elizabeth Vale SA 5112  
• 08 8250 4111  
[www.calvarycentraldistricts.org.au](http://www.calvarycentraldistricts.org.au)

## Calvary Health Care Tasmania

### Comprises:

- **Calvary Lenah Valley Campus (Hobart)**  
49 Augusta Rd,  
Lenah Valley TAS 7008  
• 03 6278 5333  
[www.calvarylenahvalley.org.au](http://www.calvarylenahvalley.org.au)
- **Calvary St John's (Hobart)**  
30 Cascade Rd,  
Sth Hobart, TAS 7004  
• 03 6223 7444  
[www.calvarystjohns.org.au](http://www.calvarystjohns.org.au)
- **Calvary St Luke's Launceston**  
24 Lyttleton St,  
Launceston TAS 7250  
• 03 6335 3333  
[www.calvarystlukes.org.au](http://www.calvarystlukes.org.au)
- **Calvary St Vincent's Launceston**  
5 Frederick St,  
Launceston TAS 7250  
• 03 6332 4999  
[www.calvarystvincents.org.au](http://www.calvarystvincents.org.au)

## Calvary Health Care Riverina

Hardy Ave, Wagga Wagga NSW 2650  
• 02 6925 3055  
[www.calvary-wagga.com.au](http://www.calvary-wagga.com.au)

## Calvary Health Care Newcastle

Edith Street, Waratah NSW 2298  
• 02 4921 1211  
[www.calvarymater.org.au](http://www.calvarymater.org.au)

## Calvary Health Care Sydney

99-111 Rocky Point Rd,  
Kogarah NSW 2217  
• 02 9553 3111  
[www.calvary-sydney.org.au](http://www.calvary-sydney.org.au)

## Calvary Health Care Bethlehem

476 Kooyong Rd,  
South Caulfield VIC 3162  
• 03 9596 2853  
[www.bethlehem.org.au](http://www.bethlehem.org.au)

## Calvary Home Care Services

*operating as Calvary Silver Circle in Victoria, New South Wales, ACT, South Australia, Tasmania, Northern Territory and Tiwi Islands*

Head Office: 973 Nepean Highway,  
Moorabbin VIC 3189 • 03 9577 3333  
[www.calvarysilvercircle.org.au](http://www.calvarysilvercircle.org.au)

## Calvary Retirement Communities Hunter- Manning

[www.huntermanning.org.au](http://www.huntermanning.org.au)

### Comprising of:

- **Calvary Retirement Community Cessnock Ltd**  
19 Wine Country Dr,  
Cessnock NSW 2325  
• 02 4993 9000  
[www.calvarycessnock.org.au](http://www.calvarycessnock.org.au)
- **St Joseph's Home**  
240 Maitland Rd,  
Sandgate NSW 2304 • 02 4967 0600  
[www.stjosephshome.org.au](http://www.stjosephshome.org.au)
- **Cooinda Hostel**  
42 Bathurst St,  
Singleton NSW 2330  
• 02 6572 1537  
[www.coindahostel.org.au](http://www.coindahostel.org.au)
- **Mt Carmel Village**  
9 Dwyer St, Maitland NSW 2320  
• 02 4932 0350  
[www.mtcarmelvillage.org.au](http://www.mtcarmelvillage.org.au)
- **Mt Providence Village**  
59 Tindale St,  
Muswellbrook NSW 2333  
• 02 6543 2053  
[www.mtprovidencevillage.org.au](http://www.mtprovidencevillage.org.au)
- **Nazareth Village**  
Vincent St,  
Belmont North NSW 2880  
• 02 4947 0047  
[www.nazarethvillage.org.au](http://www.nazarethvillage.org.au)
- **St Francis Village**  
Gleeson Cres,  
Eleebana NSW 2282 • 02 4942 7477  
[www.stfranciscvillage.org.au](http://www.stfranciscvillage.org.au)
- **St Martin de Porres Hostel**  
26 Lorna St,  
Waratah NSW 2298 • 02 4968 2244  
[www.stmartindeporreshostel.org.au](http://www.stmartindeporreshostel.org.au)
- **St Paul's Hostel**  
54 River St, Cundletown NSW 2430  
• 02 6553 9219  
[www.stpauls-hostel.org.au](http://www.stpauls-hostel.org.au)
- **Tanilba Shores Village**  
74 Tanilba Ave,  
Tanilba Bay NSW 2319  
• 02 4984 5922  
[www.tanilbashoresvillage.org.au](http://www.tanilbashoresvillage.org.au)
- **Ephesus Independent Living Units**  
88 Dickson St, Lambton NSW 2299  
• 1800 222 000  
[www.ephesusilu.org.au](http://www.ephesusilu.org.au)
- **St Luke's Independent Living Units**  
204-206 Darby St  
Cooks Hill NSW 2300  
• 1800 222 000  
[www.stlukesilu.org.au](http://www.stlukesilu.org.au)
- **Tours Terrace Independent Living Units**  
242 Lawson St  
Hamilton South NSW 2303  
• 1800 222 000  
[www.toursterraceilu.org.au](http://www.toursterraceilu.org.au)

## Calvary Retirement Community Ryde

678 Victoria Rd, Ryde NSW 2112  
• 02 8878 1400  
[www.calvaryryde.org.au](http://www.calvaryryde.org.au)

## Calvary Retirement Community Canberra

2 Jaeger Circuit, Bruce, ACT 2617  
• 02 6264 7400  
[www.calvary-canberra.org.au](http://www.calvary-canberra.org.au)

# Annual Review 10/11



**National Office**

**Little Company  
of Mary Health Care**  
Phone: 02 9258 1700

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