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2014 / 2015 Year at a Glance

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Established in 1994 by the Bishops of NSW and the ACT, Catholic Healthcare is a leading provider of aged, health and community services. Our mission is to promote life in all its fullness, and our thoughts and actions are informed by five key values: compassion, honesty, hospitality, respect and excellence.

With locations across metropolitan, regional and rural NSW and South East Queensland, Catholic Healthcare operates 41 residential aged care services, provides services to over 4,100 clients in the community, operates 10 retirement communities and 3 healthcare facilities.

Catholic Healthcare is subject to Federal, State and Canon Law and is accountable to the following government agencies:

- Department of Social Services;
- NSW Department of Ageing, Disability and Home Care;
- NSW Department of Family and Community Services;
- Department of Veterans’ Affairs;
- NSW Ministry of Health.

Our symbol is the dove, which speaks of hope and reminds us of the love of God.
Welcome to the Catholic Healthcare Annual Review for our 21st year. The Annual Review gives us an opportunity to reflect on our efforts and achievements of the past year in carrying out our mission to promote life that brings hope to those we serve.

The aged care sector is in the middle of generational reform and change, and our strategic focus is on repositioning Catholic Healthcare to respond to this changing environment. Many strategic initiatives have taken shape, and are reflected in achievements across this year. The following pages of our Annual Review share our progress on these important initiatives, some of which are highlighted below.

At the top of the list are industry awards that we have won across the year, including a national award from Catholic Health Australia for Leadership in Positive Ageing, and a national HESTA award for Team Innovation. We have also won state awards from the NSW Aged and Community Services Association for volunteers and for services to Indigenous people. These are prestigious awards achieved against the best aged care providers across Australia.

Milestones achieved by our Residential Aged Care division include selecting a state-of-the-art electronic clinical care application to be rolled out to all sites. The application will introduce a number of new technologies to our services designed to improve the care provided to our residents. In addition, medication management was restructured across all services and formal residential care accreditation was successfully undertaken at 21 of our services that were due for their accreditation audit.

A particular highlight for our Community Services division was being one of only 13 organisations selected nationally to provide Regional Assessment Services under the Commonwealth Home Support Program. This was an outstanding achievement considering the significant quality of national competition.

A key focus for Community Services was the implementation of Consumer Directed packaged care as part of the Commonwealth Aged Care reforms. This required significant business model, process and staffing structure changes. Results were successfully achieved under tight timeframes, with all clients operating under new package arrangements by year end. Under these new package arrangements our clients have greater choice and control over the services they receive.

In addition, Community achieved excellent outcomes in new Quality Review arrangements and undertook detailed research into new ways of responding to client needs.

During the year the Catholic Healthcare Foundation successfully fostered research into a new model of dementia care for Catholic Healthcare’s residential and community clients.

The new model of care represents best practice in dementia care and brings together elements of successful models of dementia care from across the world. Our model of care is person centred and can be adapted to the client or resident’s individual circumstances.

A number of research initiatives were undertaken in conjunction with university and peak body organisations throughout the year, including forming an alliance with Alzheimers Australia to conduct further dementia research.

The construction and complete occupation of The Brighton - our newest Retirement Living service at Croydon with 101 purpose-built apartments - was a tremendous achievement across the year. Catholic Healthcare invested time, resources and expertise to the project and it is such a joy to see the happiness of the residents in their new home.

Importantly, the year marked a significant strategic decision for Catholic Healthcare to transfer our first service, Hawkesbury District Health Service (HDHS), to a hospital group with wider experience and expertise capable of taking HDHS to the next level of service potential. After 19 years of service provision, and a full 21 years of stewardship by Catholic Healthcare, this marked a sad day - but was a decision made in the confidence that staff, patients and the community will benefit from this new opportunity. It was also a decision that enables Catholic Healthcare to focus on its key objective of leadership in aged care into the future.

Our Property team has made great strides this year to establish a pipeline of property renewal and developments that will continue 15 years into the future. They have also created a dedicated resources team, planning for new services in Waitara in northern Sydney and Bathurst, in addition to installing sprinklers in all our residential services.

We also made the decision to relocate our Corporate Office in November 2015, which marks a significant new phase in the Catholic Healthcare story.
The need to relocate to a bigger office space is a sign of our significant growth and success in meeting the needs of our clients.

Services provided by our Corporate Office have driven some new and exciting initiatives across the organisation this year. These include: the development of our new intranet site as a central communication hub across Catholic Healthcare; establishment of an eLearning platform across the organisation capable of delivering education and training to our wide geographic spread; and the transformation of all sites to be Wi-Fi enabled and ready for new innovative technologies to be adopted in the future to assist with the care of our residents and clients.

In addition, a renewed marketing focus included: the development and execution of a new and creative strategic marketing plan; preparation for the launch of a new website and digital presence in the market; as well as creating new dedicated team resources.

A particular strategic focus for the year has been making Catholic Healthcare a great place to work for our staff. Our Employee Scholarship Scheme continues, as does our very successful Management Essentials Program for leadership development. This has been supplemented with a careers pathway platform for residential services, providing opportunities for staff to transition from university as Registered Nurse students and work their way up to become a Residential Manager.

As always, the initiatives and achievements outlined in this Annual Review are but a fraction of the outstanding work that has been carried out across the year by thousands of our dedicated staff, who interact with our residents and clients. They are vitally important and we express our gratitude to our staff for the way they carry out their mission service.

We also thank the Bishops of NSW and the ACT for their support and guidance, and the Diocesan Development Funds for partnering with Catholic Healthcare in pursuit of our Mission.

As the aged care sector continues to undergo generational reform and change, Catholic Healthcare stands ready to respond to the needs of our residents and clients to build an aged care organisation that is a recognised leader in its field; promoting life that brings hope to those we serve.
Mission

“We reflect on those we have been able to help over the course of the last two decades and how we can continue to deliver high quality, compassionate services into the future.”

This year, Catholic Healthcare celebrated 21 years of delivering high-quality health, aged and community services for the people of NSW and South East Queensland, with liturgies at our services and Mass at Holy Spirit Croydon.

Part of our holistic approach to wellness includes pastoral care – an approach that takes seriously both the human and spiritual dimensions of life.

Dedicated Pastoral Carers partner with our patients, clients and residents, through times of both joy and suffering by providing support, compassion and spiritual guidance when needed.

We proudly employ 36 dedicated Pastoral Care Coordinators; support a number of Pastoral Care Volunteers; and reach out to Pastoral Carers from other organisations through regular pastoral care conferences and retreats.

Our staff aim to reflect our key values of compassion, honesty, hospitality, respect and excellence in everything they do, all the while striving for continual self-improvement.

Hospitality above all means a whole-hearted welcome to all who come and make our services their home. For new staff it is important that they are made to feel part of a team.

Respect means to uphold the dignity of each person across so many languages, races and cultural differences.

Excellence pertains to the way we perform our roles and deliver quality of care through our systems.

Compassion, respect and excellence for everyone means providing quality services for all, not just those who can afford them. During the 2014/15 financial year, Catholic Healthcare provided 1,003 out of 2,371 aged care beds on a concessional/supported basis, while 94 out of 311 retirement unit residents did not pay an ingoing contribution or paid a reduced contribution.

Showing our support for worthy causes and fostering inclusivity is important. One way we are able to achieve this is by acknowledging and participating in events and activities that are significant to our community. In 2015 we were able to lend our support to International Nurses Day, World Environment Day, NAIDOC Week, World Day of the Sick, Elder Abuse Awareness Day and Feasts of our Church, among others.

We are privileged to be able to continue our work as part of the healing ministry of Jesus, and look forward to serving others within a framework of compassion, honesty, hospitality, respect and excellence today, tomorrow and well into the future.

Being compassionate means “being with others in times of difficulty so they do not face them alone.” This is our response to the challenge of vulnerability.

Honesty means speaking the truth and doing what is right through love. This may require sharing good and bad news with people and having difficult conversations.
Father Confeggi celebrates Catholic Healthcare’s 21 years of service with Mass at Holy Spirit Croydon.
Residential Aged Care

Our commitment to providing personalised and holistic aged care for over 20 years has cemented Catholic Healthcare as a leader in the provision of services for residents. Our organisation continues to grow and be at the forefront of increasing consumer choice by delivering sustainable and supportive aged care services to meet the challenges brought about by an ageing population.

Accreditation success

This year, 21 of our Residential Aged Care services underwent the accreditation process. An exceptional outcome was achieved with all services granted three year accreditation.

We congratulate: Bethlehem House, Kogarah; Blakeney Lodge, Tumut; Bodington, Wentworth Falls; Charles O’Neill Hostel, Mayfield West; Coolamon Villa, Mullumbimby; GeorgeMockler House, Mona Vale; Gertrude Abbott Aged Care, Surry Hills; Holy Spirit Aged Care, Dubbo; Lewisham Nursing Home, Lewisham; McQuoin Park, Waitara; Percy Miles Villa, Kirrawee; St Anne’s Aged Care, Hunters Hill; St Catherine’s Aged Care, Bathurst; St Francis Aged Care, Grafton; St Francis Aged Care, Orange; St James Villa, Matraville; St John’s Villa, New Lambton; St Joseph Aged Care, Hunters Hill; St Joseph’s Aged Care, Coffs Harbour; St Mary’s Villa, Dubbo; The Sister Anne Court Aged Care, Surry Hills.

Dementia Framework

A Dementia Framework has been developed that supports an integrated and person centred care approach for dementia care across Community Services and Residential Aged Care.

The best practice model of care brings together various methods and approaches to dementia care from across the world, with the intention of creating personalised care for clients and residents tailored to their individual circumstances.

The Dementia Framework underpins a person centred approach and provides the structure, systems and processes to ensure this approach becomes part of everyday work practice and culture within Catholic Healthcare.

The Dementia Framework has evolved from feedback received from multiple site visits and consultations in accordance with industry best practice. This framework is grouped into four pillars and aligns with both the Aged Care Accreditation and Home Care Standards. The pillars include: leadership and person centred care, valuing staff, knowing and valuing the person and social and physical environment.

As part of the framework, comprehensive training and resource materials have been developed to upskill staff. Plans to implement the framework will commence over the next 12-18 months.
L to R: Care Worker Joanne Crowe with resident Margaret Porter at Emmaus Village
Brigidine House celebrates 10 years

Brigidine House celebrated 10 years of service in April 2015. The celebration reflected the transition from Brigidine Convent into Brigidine House, where clients now reside in the service along with the Brigidine Sisters. Catholic Healthcare and the Brigidine Sisters have enjoyed a successful transition and partnership during this time. Brigidine House (formerly the Brigidine Convent) is steeped in history and has been occupied by the Brigidine Sisters since 1902.

New Medication Manual

A pilot program was developed for the release of the Medication Manual, concluding in May 2015. The Medication Manual is a best practice framework developed with comprehensive training packages to support the upskilling of staff involved in the assisting, preparation or delivery of medication to residents in care.

The manual is a guide for Residential Managers, Care Managers, Registered Nurses and Care Staff at Levels 3 and 4. It promotes safe practice as it incorporates legislation, regulatory requirements, professional standards and guidelines.

Redevelopment and upgrade plans

Redevelopment plans for St Vincent’s in Bathurst have been approved for a new 130 bed service and construction will commence in early 2016.

The Sister Anne Court residential service in Surry Hills, which currently has accommodation for 50 residents, is set to receive an upgrade to the common areas as well as the addition of 18 new rooms. These upgrades will commence in November 2015 and are due for completion in early 2016.

McQuoin Park in Waitara has council DA approval pending for the development of a new 122 bed service to be located on the existing site. The development will also feature 168 independent living units and accommodation for Catholic Healthcare Community Services. The first stage of construction is expected to begin in 2016 (subject to DA approval) and take approximately 18 months to complete.

Significant refurbishment works have commenced at Charles O’Neill in Newcastle and Brigidine House at Coogee.

New learning and development initiatives

Training and development in the area of mental health was one of the top five topics requested from our Annual Education Survey. Awareness in the wider community of enjoying good mental health is growing, and several of our services specialise in providing care for residents with complex mental health issues. Our ‘In Focus’ topic for May 2015 was Mental Health and we plan to build upon these training resources over the next year.

Outstanding achievements

Catholic Healthcare submitted four nominations for the ACS State Awards for Excellence with all four nominees as finalists in their categories. The winners were announced at a presentation dinner at Dolton House in June 2015.

Lisa Spencer, Residential Manager at St James Villa in Matraville, was a finalist in the Aboriginal and Torres Strait Islander Competencies Award.

Jan Wright, a Volunteer at St Catherine’s Residential Aged Care in Bathurst, took out the title in the Volunteer category. Jan was nominated because of her outstanding volunteer work over the past 25 years, leading weekly “craft” activities for residents to enhance their quality of life through stimulating and meaningful activities.

Jocelyn Jackett, a Volunteer at George Mockler House in Mona Vale; and Margaret Maguire, a Volunteer at Mater Aged Care in Forbes, were both finalists for the Volunteer Award.

Liz Zachulski, Residential Service Manager from St Catherine’s Aged Care in Bathurst, was presented with a 35 Years of Service Award during the St Catherine’s Foundation Day celebrations.
Blind, toothless and formerly homeless, a very special furry resident has transformed the lives of those living at St James Villa in Matraville, one cuddle at a time.

Benji, a cute-as-a-button nine year old Pomeranian, didn’t have great prospects until Lisa Spencer, Residential Manager, adopted him from the Sydney Dogs and Cats Home with the aim to bring joy and enhance the lives of residents at St James Villa.

Lisa got the idea to adopt Benji from a trip to Amsterdam where she had toured a number of progressive aged care services and saw the benefits of pets living there first-hand. “It was an extraordinary set up, a really beautiful place to live and I returned home inspired,” she said.

“The reaction to Benji’s arrival has been remarkable. Many of the saddest residents have been the ones that have really embraced him and you can see their mood lift instantly,” Lisa said. “Residents love him and say Benji has helped with everything from improving their health to alleviating their anxiety and depression.”

“Catholic Healthcare uses assisted animal therapy as part of its services because of the numerous clinical and emotional benefits. The addition of a loving pet to a person’s living environment has been clinically proven to assist with hypertension and lowering blood pressure, lifting spirits, and lowering anxiety.”

At 70 years of age, resident Jean Bostick, credits Benji with her vastly improved mood and quality of life. “I used to be quite depressed but now Benji is here, I’m so happy. We walk together, he comes into my room and I lay down there with the pillow and he snuggles in. He’s adored by everyone,” she said.

“Because Benji is blind, we decided to help him navigate around. I dropped lavender oil to mark the corridors, so he can stay in the middle, and safely make his way around for his popular visits.” Lisa Spencer, Residential Manager
Catholic Community Services

Catholic Community Services (CCS) provides a range of in-home and community services to empower people to live comfortably and independently in their own home for longer. We offer a range of services and products to over 4,100 people across NSW and we are passionate about the health, wellbeing and quality of life for our clients.

Transitioning to Consumer Directed Care packages

In line with the Australian Government’s Aged Care reform agenda, CCS transitioned all home care packages to new Consumer Directed Care (CDC) packages before 1 July 2015. The CDC packages are designed to give older people and carers greater choice and control over the type and delivery of care support they receive.

Feedback has been encouraging, with the majority of the 1,219 package clients feeling very positive about the new level of choice and control that they have over their care provision.

Regional Assessment Service increases allocations

In March 2015, Catholic Healthcare’s Aged Care Assessment Services (ACAS) division was announced as one of 13 successful organisations to tender for Regional Assessment Services (RAS). ACAS received an allocation to provide assessment services in 10 aged care planning regions across NSW and ACT. It is estimated that ACAS will undertake over 24,000 assessments per annum on behalf of the Department of Social Services.

Since commencement of operations, ACAS has worked to build partnerships with Regional Assessment Service providers and Aged Care Assessment Teams, which has improved referral pathways and service access for clients living in the community.

Service innovation and development

CCS is committed to delivering superior services based on a deep understanding of clients’ needs and the ability to respond to a customer-led market. To this end, ethnographic research was undertaken during 2014/15 with research partner Neoteny.

Observations and activities were commenced to understand experiences from our ‘client’s point of view’. The aim was to re-design services that are personal, person centred and provide choice and flexibility. Using this approach has enabled us to make a difference and deliver innovative positive experiences through co-designing services and resources with clients.
Leading the way in case management

Catholic Healthcare was nationally recognised by the Case Management Society of Australia for its contribution to the development of the National Skill Set for Effective Case Management in Australia and New Zealand Skills workbook. This is an achievement that illustrates the important role CCS has played in the development of a professional skill set for Case Managers at a local, national and international level.

During 2015, all CCS Case Managers undertook the National Standards of Practice training and worked towards attaining certification from the Case Management Society of Australia (CSMA). Forty staff successfully achieved certification and celebrated with a graduation ceremony held by CSMA at Sydney University.

Pilot program for innovative technology solutions in client care

The Procura Mobile Application for smartphone devices was piloted during 2015 to investigate the potential benefits for client services and operational efficiencies. The Mobile Application addresses a gap in current solutions for home health care and electronic health record management by offering a single integrated system for scheduling, mobile administration, paperless documentation and client and field staff safety management.

After comprehensive testing and evaluation, the Mobile Application was shown to deliver the desired business outcomes. The rollout of Procura Mobile will be a great benefit to clients and staff.
Catholic Community Services

Disability verification awarded

The NSW Disability Service Standards stipulate that all service providers receiving state funding for clients under the age of 65, are required to have stringent quality management systems in place and must also achieve independent third party verification. During February 2015, CCS underwent its third party verification with auditing group, Global Mark, confirming CCS was compliant and verification was awarded.

Disability verification allows the Hunter NDIS Team to market their services as a premier provider of disability services for people with a disability up to the age of 65. They currently provide over $1 million in disability services annually to over 60 clients to improve the lives of people with psychiatric, sensory, neurological, physical and intellectual disabilities.

Delivering relief through drought assistance

During this financial year, CCS has worked in partnership with 15 other providers throughout the region to deliver 122 events to over 5,000 people. Some of these events and programs included: mental health information and education sessions; hay bale drops; health/welfare checks at agricultural shows; retreats and numerous workshops.

The outcome of engaging with and providing information to these people around the region, has also led to an increase in CCS services being delivered in the more rural and remote areas.

New research study on the importance of volunteers

A Home Expansion Community Visitors Services Program was established during 2015 between CCS and The Western Sydney University. Funding was provided by CCS for research to be undertaken on the impact volunteers have on the overall wellbeing of clients experiencing social, financial and homeless conditions.

The data will be used to evaluate current homeless support services and volunteer training resources in NSW, and find ways to reduce homelessness and improve the quality of life for Australians. By identifying the paths leading to homelessness, this study could also be used to divert those most at risk into better care.

NSW Elder Abuse Helpline and Resource Unit

On World Elder Abuse Day during June 2015, NSW Minister for Ageing, The Hon John Ajaka MLC, visited the NSW Elder Abuse Helpline and Resource Unit (EAHRU) to congratulate the team on the work they continue to do for our community.

The EAHRU has seen a 50% increase in calls alone during the first six months of 2015 and the de-identified data from the calls, will be used to inform and drive change at local and state levels. The unit has also completed more than 90 awareness and education sessions across the state to more than 5,000 people.

Drawing media attention to hoarding and squalor

In September 2014, CCS held the third National Hoarding and Squalor Conference with over 250 registrations from a broad range of agencies. The conference drew publicity across both national and state media, achieving 30 media hits including: three national TV programs - ABC News Breakfast, Network TEN 5pm News and Channel 9 Breakfast and across other various networks and metropolitan print publications. The outcome resulted in raising awareness of the issue nationwide.

L to R: Amanda Glasson, CCS Mental Health Drought Support Officer; Dawn Hardie Registered Nurse; and Tracey Hardie-Jones, Schizophrenia Fellowship of NSW at the Hungerford Field Day Health Check
“I really look forward to the CCS visits to the house. The girls are marvelous and they really make my day when they come.”
Maureen Chrystal, CCS Client

When Maureen Chrystal was diagnosed with Parkinson’s disease, she worried that she wouldn’t be able to continue to live independently and that she’d have to give up doing the things she enjoyed.

Maureen’s family pitched in to help modify her home; and she was also able to secure a Home Care Package from CCS to help her with personal care, social support, transport and tasks around her home.

Just as things were starting to look up, Maureen suffered a fall that sent her to hospital for eight weeks. Despite this setback, she soon regained her balance and confidence. Maureen’s aim was to maximise her mobility and engage in social activities outside of her home and family, so she asked her Care Advisor, Lesley Nankivell, for assistance.

Lesley was able to source a program called ‘Dance for Health’ with classes designed to help restore body/mind balance, specifically for people diagnosed with Parkinson’s and MS. Maureen’s care plan was adjusted to allow her to attend the weekly class with the assistance of a CCS Care Worker for transport.

Maureen said, “I absolutely love it, it’s just so enjoyable. The group is really nice and the teacher is an ex-ballet dancer from London who’s committed to helping us with our mobility and being supple.”

Lesley Nankivell, Packaged Care Advisor said, “The feeling of being able to support and encourage a client to achieve their goals, whatever they might be, is priceless and reaffirms why we do what we do every day”.

L to R: Maureen Chrystal, CCS client with Lesley Nankivell, CCS Care Advisor
Retirement Communities

More than 380 residents across 10 locations in NSW currently call a Catholic Healthcare retirement community home. These retirement communities not only provide bricks and mortar but, more importantly, a community that supports the social and cultural wellbeing of those who live there. The 2014/15 year has seen a number of exciting milestones take place across our retirement communities.

Our newest development, The Brighton, was officially opened in November 2014. Boasting exceptional, modern open plan design and amenities for a village population of 141, all 101 units were sold by 30 June 2015 - a tremendous achievement for the sales team. We are especially delighted that the majority of new residents were locals, who could stay in familiar surroundings and keep their home-grown networks and connections.

Responding to the ever-increasing demand for seniors-only rental accommodation, St Mary’s Retirement Village in Berkeley, The Bailly in Orange and Bishop McCabe Retirement Village in Towradgi, are being converted to rental contracts as units become available. This is resulting in increased demand with many new residents moving in this year, who otherwise would not have had access.

A development application for McQuoin Park in Waitara was lodged for 168 new units in five towers, for an exciting new retirement community. With development approval expected by December 2015, we continue to register great interest.

Celebrations were in full swing at Aquinas Court this year, with residents celebrating a number of special milestones. One delightful resident, who is still living independently in her Springwood unit, celebrated her 100th birthday and another lovely couple celebrated an incredible 70 years of marriage. These are great examples of a fulfilling life in a Catholic Healthcare retirement community.
Healthcare

Catholic Healthcare operates three healthcare services that provide quality healthcare in the regional areas of NSW: Hawkesbury District Health Service in Windsor; Lourdes Hospital and Community Health Service in Dubbo and St Vincent’s Health Service in Bathurst.

Hawkesbury District Health Service

Located at Windsor, Hawkesbury District Health Service (HDHS) is an integrated health service providing hospital, community and allied health services for more than 65,000 residents living in the Hawkesbury region, and the neighbouring north-west corridor of Sydney. Operating a highly successful public-private partnership with the NSW Government as part of the Nepean Blue Mountains Local Health District, HDHS is a 125 bed facility employing more than 600 staff and 64 Visiting Medical Officers.

On site, HDHS provides: 24-hour emergency, medical, surgical, diagnostic, maternity, neonatal, paediatric, palliative, intensive and coronary care services; community and allied health services; and an After Hours GP Clinic. HDHS is also a teaching hospital of the University of Notre Dame Australia (medical and nursing) and the Western Sydney University (nursing).

Accreditation

The Australian Council of Healthcare Standards assessed HDHS against the new National Safety and Quality Health Service Standards and awarded full accreditation, with six ‘Met with Merit’ ratings for their work in partnering with consumers, preventing and managing pressure injuries and falls. The accreditation team acknowledged HDHS’ Community Board of Advice as ‘a high functioning body working in partnership with HDHS in the governance of the organisation; and that this type of support is a rare occurrence in Australian health care organisations.’

Satellite chemotherapy service

HDHS continued to strengthen its partnership with the Nepean Blue Mountains Local Health District this year, with an agreement reached for the establishment of the long-awaited public satellite chemotherapy service at HDHS. With construction of the new purpose-built facility expected to start in 2015, local patients based at the Nepean Cancer Care Centre will soon have the convenience and comfort of receiving treatment at HDHS.

Hawkesbury Multidisciplinary Clinical School

Construction commenced on the University of Notre Dame Australia’s state-of-the-art Hawkesbury Multidisciplinary Clinical School at HDHS during 2015, with completion expected early in January 2016. The school will increase the clinical teaching capacity of doctors and nurses at HDHS, assisting with current workforce shortages and future hospital demands for clinical resources.
New mothers bonding

New mothers are enjoying the benefits of a healthy breakfast, good company and an opportunity to learn new skills and form friendships at the Maternity Ward’s new Communal Breakfast Lounge. The Maternity Ward established the Communal Breakfast Lounge in response to patient feedback and it has been very successful in providing mothers with information, support and the company of other new mothers.

Improving patients health before surgery

Patients scheduled for hip and knee joint replacement surgery are benefiting from a new chronic disease clinic, which is optimising patients’ readiness for surgery and post-surgical outcomes. The Preoperative Joint Clinic provides assessment and tailored programs to give patients with chronic disease an opportunity to improve their health and wellbeing before surgery. The Clinic provides referral to support services including dietitians, counselling, physiotherapy, hydrotherapy and occupational therapy. A snapshot study undertaken of patients attending the Clinic identified that 73% of patients were positive for pre-diabetes, however most were unaware of their risk of the disease.

Living bone donor record

HDHS notched up an impressive milestone this year becoming the largest donor to the NSW Bone Bank, donating more than 350 femoral heads to the Living Donor Program. To-date, HDHS’ donation is the largest donation of any NSW hospital.

HDHS transition to St John of God Health Care

In June 2015 Catholic Healthcare announced that it had reached an agreement to transfer the ownership and management of HDHS to St John of God Health Care. After long and careful consideration, the Board and Trustees felt it was the appropriate time to position HDHS within a hospital group with wider interests and expertise in hospitals. This comes at a time when HDHS is ready for its next expansion to respond to community needs in partnership with the Local Health District.

The Board of Directors is particularly proud of the 19-year partnership formed with NSW Health and the Nepean Blue Mountains Local Health District, in what was at the time a ground breaking public-private service arrangement; delivering quality public services provided on behalf of the NSW Government to the Hawkesbury and wider community of NSW through our excellent stewardship.

The Board will watch with much enthusiasm as St John of God Health Care takes the reins and the baton through the next chapter of HDHS’ story.

Lourdes Hospital & Community Health Service & St Vincent’s Health and Community Services (St Vincent’s)

Lourdes Hospital & Community Health Service (Lourdes) is a 34 bed in-patient facility located at Dubbo comprising of 21 rehabilitation, 5 palliative care, 4 geriatric evaluation management and 4 transitional aged care beds. Lourdes also provides a comprehensive range of community-based services including: aged care assessment; brain injury rehabilitation; spinal cord injury management; community nursing; and a medical specialist service.

Accreditation was successfully awarded to Lourdes against the National Safety & Quality Health Service Standards in October 2014 until October 2017. Services covered by this accreditation include Community Health Services and Sub-Acute Services.

Following an organisational review in early 2015, St Vincent’s Health and Community Services (St Vincent’s) Bathurst joined Lourdes in reporting through to Lourdes Health Services Manager. St Vincent’s comprises community outreach services. Lourdes and St Vincent’s will work closely together to achieve best quality patient care.

St Vincent’s Outreach Service

St Vincent’s Outreach Service (SVOS), based at the Bathurst St Vincent’s campus, provides community health/out-patient services to people in Bathurst and the surrounding areas. The services include: community nursing; diabetes education; Dietetics; Dementia Advisory Service; Aged Care Assessment Team; and aged care health. The service has been preparing (through education and IT changes) for the transition to the national MyAgedCare referral and client management system. SVOS has provided over 27,000 occasions of service during 2014/15 and the Aged Care Assessment Team has been functioning from SVOS for 30 years.
“I can now walk straight again and indulge in my love of dance. At 86 I feel like a new man, which is incredible.”
Aart Bark, Patient, Hawkesbury District Health Service

Aart Bark has a spring in his step after having both hips replaced with a new type of hip replacement surgery called SuperPATH.

This revolutionary development in hip replacement surgery allows for a quick functional recovery time, with patients up and walking within hours after surgery. The technique preserves muscles and ligaments instead of detaching them, while the hip is replaced without surgically dislocating the joint. This means less trauma to the body and less pain with patients experiencing a quicker return to daily activities.

The operation was necessary for Aart because his hips were in bad condition and he could not walk well. He was referred to Dr Sol Qurashi, the first SuperPATH-trained surgeon who has pioneered this technique in Australia.

Dr Qurashi said, “It’s like building a ship in a bottle without disrupting the bottle. Ultimately, a hip replacement done well will have a good result irrespective of the technique, but SuperPATH certainly has some impressive potential benefits for the patient”.

The surgery has allowed Aart to be active again and indulge in his love of dance so much so, that he was the only 86 year old on the dance floor at his local Blues Festival.

Aart said, “With SuperPATH, my muscles were preserved so I didn’t need as much rehabilitation afterwards. The recovery process was fast and I was up on my feet straight away with the help of a walker.”

“The best thing is that I was able to drive in just two weeks. This is amazing and the technique has to be applauded. I now have a new outlook on life and feel in top condition. In fact, I feel 110 per cent!”
Our People

Catholic Healthcare values its employees, as they are truly passionate about providing quality and compassionate care. We are grateful to our staff who year after year, provide high quality care for our residents, clients and patients.

Staff have their say

The 2014 staff survey highlighted the key focus areas for attracting and retaining talented and committed employees and fostering a more positive working environment. A total of 3,822 surveys were issued with a pleasing 2,522 (66 per cent) completed.

The overall results were very positive, with high scores across a broad range of workforce categories including: Satisfaction and Motivation; My Manager; Education and Safety; and Workplace Culture. As an outcome, there is a commitment to make improvements in Learning & Development and Reward & Recognition.

The survey scores also provide validation to progress initiatives focused on improved internal communication systems, processes and initiatives that contribute to a positive employer brand.

Enterprise agreement finalised

The Catholic Healthcare Residential Aged Care Enterprise Agreement (New South Wales) 2015-2018 has been approved by the Fair Work Commission and will commence operation on 4 September 2015.

The three year agreement provides competitive pay, conditions and benefits for employees who provide care to people in our residential services. It will continue to support Catholic Healthcare’s Mission and includes provisions to support a safe workplace, work/life balance and family-friendly initiatives.

New Staff Injury Hotline

A new Staff Injury Hotline went live during May 2015 to support the ongoing health and wellbeing of our staff. It is staffed 24 hours a day, seven days a week by allied health professionals who assist injured employees through immediate medical attention, followed by a prompt ‘return to work’ process.

Since its launch the rehabilitation process has been activated without delay for 75% of injured staff, reducing the impact of work related injuries.

Catholic Healthcare received a significant refund on the 2014/15 workers’ compensation premium, as acknowledgement from the insurer, of Catholic Healthcare’s sound injury management practices.

Developing our leaders

A key strategic priority for Catholic Healthcare is to develop a highly-skilled and motivated workforce capable of working with our clients. The following leadership development programs are set to assist us in achieving this goal.

Management Essentials Program

The Management Essentials Program which was launched in May 2014 and is delivered twice a year, continues to provide opportunities for personal development, growth and refining leadership skills for our Service Managers. The program includes post course workplace-based activities completed under the guidance of a mentor who assists participants with the application of their newly-gained knowledge and skills. Thirty four managers attended the Management Essentials Program and were awarded their Certificates of Completion at the Catholic Healthcare Conference in November 2014. Another twenty managers completed this course in May 2015.

Career development program

This multi-level career development program endorsed in April 2015, has an initial focus on specific positions in residential aged care. It also incorporates partnerships with selected universities to fulfil the academic elements of the program. The goal is to see a group of four to six suitably qualified and motivated employees being placed on a structured professional development pathway on an annual basis.
Volunteers

Catholic Healthcare is blessed to have more than 900 dedicated volunteers who give their valuable time, generosity and skills to share with others.

For more than three years Julian Duckworth has been a volunteer with Catholic Community Services Volunteer Program, as conductor for the amazing Ageless Angels Client Choir at McQuoin Park.

Bringing a wealth of music and singing experience to fortnightly rehearsals, choir members really enjoy and appreciate the level of skill and musical instruction he provides.

“My love of music goes back virtually to the first years of my life growing up in a family that made music,” Julian said.

Twice a year the choir holds concerts where members can invite friends and family along to hear the choir’s wonderful repertoire.

“The audiences really appreciate our singing at the July and Christmas concerts and we work really hard to get it all right,” he said.

Choir members enjoy the interaction with each other and Julian’s ‘musical gifts’ so much, they wish the rehearsals were held every week of the year. Choir members said they simply “love coming to choir as it lifts their spirit and they wouldn’t miss it for the world!”

This is a lovely example of the amazing work carried out by our volunteers, who we value so much. We thank them for their generous and kind-hearted contribution to the organisation.

“I believe that music promotes healing and singing lifts the spirit. I cannot imagine a world without music, because music has a language of its own and goes way beyond words.”

Julian Duckworth, Volunteer.
Generosity

Catholic Healthcare is very grateful for the generous support received throughout 2014/15 in response to our two appeals.

Our Mid-Year Appeal raised close to $20,000 towards the purchase of a dedicated bus that will be shared by four Catholic Healthcare Residential Aged Care and Community Services in Sydney's south. This bus will be used to take residents and clients on outings to attend community events and enable them to continue to pursue pastimes they have always enjoyed. One resident was overjoyed with the fundraising news and said, “The bus trips are one of my favourite things. We go everywhere!”

Our Christmas Appeal again focused on raising funds to purchase hampers for our community clients at risk of homelessness. We are overwhelmed each year by the capacity of so many to give so generously and can convey back to our donors, the difference their generosity makes to the lives of so many.

The 2014/15 year also marked the first year of research sponsored by the Catholic Healthcare Foundation.

Launched in July 2014 with bequests of $1 million, the Catholic Healthcare Foundation is focused on research and innovation in aged care. The first year focus was on innovative models of dementia care.

During 2014/15, these funds were used to develop a structured dementia framework that supports an integrated and person-centred care model for dementia care, for both Community Services and Residential Aged Care.

This includes customised training and education to support staff to provide best practice dementia care through a Person Centred Care approach.

The dementia framework model focuses on principles of leadership, valuing staff, knowing and valuing the person, and understanding the social and physical environment.

We are exceedingly thankful for the continued support we receive from so many wonderful people who are committed to helping fulfill Catholic Healthcare’s mission.
Governance

Catholic Healthcare's governance structure operates under both Canon Law and Civil Law and ensures that our foundational responsibilities are achieved.

Canon Law – Public Juridic Person

Our governance structure comprises Catholic Healthcare – the Church entity, Catholic Healthcare was canonically established as a public juridic person by the Bishops of NSW and the ACT on 21 July 1994.

Our foundational responsibilities are enshrined in the Statutes of Catholic Healthcare and the norms of Canon Law. The governance of our public juridic person is entrusted to the Trustees who are elected by the members’ representatives at the Annual General Meeting. Each member organisation appoints a person to act as its representative.

Catholic Healthcare, the public juridic person, is comprised of the following members:
- Archdiocese of Canberra and Goulburn
- Brigidine Sisters, NSW Province
- Diocese of Bathurst
- Diocese of Lismore
- Diocese of Parramatta
- Diocese of Wollongong
- Institute of the Sisters of Mercy Australia and Papua New Guinea
- Maronite Diocese of St Maroun
- Our Lady of Dolours Parish, Chatswood
- Little Company of Mary – Province of the Southern Cross
- Sisters of Mercy, North Sydney Congregation (NSW)
- Sisters of Perpetual Adoration
- Sisters of St Joseph (NSW)
- St Augustine’s Parish, Coffs Harbour
- St Thomas Aquinas Parish, Springwood.

Civil Law – entities

The Trustees of Catholic Healthcare is a statutory body corporate created under the Roman Catholic Church Communities’ Lands Act (NSW) 1942 (the Act) and is the civil law entity of Catholic Healthcare, the public juridic person. By virtue of the Act, the governance of the Trustees of Catholic Healthcare is entrusted to the Trustees.

The Trustees of Catholic Healthcare (the civil body corporate) does not provide services. It functions in a stewardship capacity to oversee the ministry of the organisation and to ensure that Catholic Healthcare’s mission is fulfilled. This body corporate is the sole member of two main operating entities, Catholic Healthcare Limited and Hawkesbury District Health Service Limited. The Trustees appoint the Directors and the Chairman of each of those companies.

Catholic Healthcare Limited – is a not-for-profit public company limited by guarantee, which provides residential aged care services, retirement communities and community services. Catholic Healthcare Limited is also an affiliated health organisation with funding from NSW Health and provides services through two third schedule facilities at Lourdes Hospital and Community Health Service, Dubbo, and St Vincent’s Health Service, Bathurst.

Hawkesbury District Health Service Limited – is a not-for-profit public company limited by guarantee which operates the Hawkesbury District Health Service at Windsor, NSW. Hawkesbury District Health Service Limited (HDHS) is under contract to NSW Health to provide public health services from the hospital. Hawkesbury District Health Service is a 125 bed district hospital and community health facility providing services to both public and private patients, and is also a teaching hospital for the University of Notre Dame, School of Medicine, Sydney.

A decision was made by Catholic Healthcare to transfer the healthcare ministry of HDHS to a hospital group with wider experience and expertise capable of taking HDHS to the next level of service potential. It is envisaged that the transfer will occur late in the 2015 calendar year.
### Trustees of Catholic Healthcare 2014/15

<table>
<thead>
<tr>
<th>Trustee</th>
<th>Continuing/Resigned/Retired/Elected</th>
<th>Date</th>
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<tbody>
<tr>
<td>Prof Jack Flanagan, Chair</td>
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<tr>
<td>Herbie O’Flynn</td>
<td>Retired</td>
<td>10/10/2015</td>
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<tr>
<td>Br Julian Liddiard OH</td>
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<td>25/11/2014</td>
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<td>Maureen McCabe OAM</td>
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<td>25/11/2014</td>
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<tr>
<td>Mr Hugh O’Reilly</td>
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<tr>
<td>Sr Judy Sippel RSJ AM</td>
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<tr>
<td>Sr Anna Koeneman RSM</td>
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<tr>
<td>Sr Mary Comer RSJ</td>
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<tr>
<td>Sr Mary Wright IBVM</td>
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### Directors of Catholic Healthcare Limited 2014/15

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<th>Director</th>
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<tr>
<td>David Robinson, Chair</td>
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<tr>
<td>Alan Crouch, Deputy Chair</td>
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<tr>
<td>Sr Diana Hayes RSCJ</td>
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<tr>
<td>Paul Johnson</td>
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<td>David Maher</td>
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<td>Jim Tate</td>
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### Directors of Hawkesbury District Health Service Limited 2014/15

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<tbody>
<tr>
<td>Alan Crouch, Chair</td>
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<tr>
<td>Graham Wright, Deputy Chair</td>
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<tr>
<td>Barry Adams</td>
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<tr>
<td>Dr Vasco de Carvalho</td>
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<tr>
<td>Ms Ann Hine</td>
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<tr>
<td>Ms Alison Long</td>
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<tr>
<td>David Maher</td>
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Stewardship

Financial Report 2014/15

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<tbody>
<tr>
<td>Revenue</td>
<td>261.7</td>
<td>270.4</td>
<td>300.9</td>
<td>323.7</td>
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<tr>
<td>EBITDA (excluding Other Income)</td>
<td>23.5</td>
<td>23.7</td>
<td>32.2</td>
<td>48.0</td>
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The increase in revenue predominantly relates to the strong performance of Catholic Healthcare’s aged care operations. In addition, revenue for the independent living units segment was positively impacted by development revenue associated with the opening and subsequent occupancy of The Brighton at Croydon in Sydney.

The improvement in EBITDA relates to an improved residential aged care performance associated with the full year impact of additional operational beds. EBITDA growth has also been impacted with development revenue recognised on The Brighton.
### NET ASSETS

#### $ MILLIONS

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</thead>
<tbody>
<tr>
<td>Cash, Debtors, Inventory &amp; Other Assets</td>
<td>60.2</td>
<td>77.4</td>
<td>91.1</td>
<td>74.9</td>
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<tr>
<td>Property, Plant &amp; Equipment</td>
<td>398.8</td>
<td>457.4</td>
<td>513.6</td>
<td>456.2</td>
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<tr>
<td>Investment Property &amp; Intangibles</td>
<td>79.6</td>
<td>91.3</td>
<td>90.6</td>
<td>160.4</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>538.6</strong></td>
<td><strong>626.1</strong></td>
<td><strong>695.3</strong></td>
<td><strong>691.5</strong></td>
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<tr>
<td>Payables, Employee Provisions &amp; Other Liabilities</td>
<td>65.2</td>
<td>74.7</td>
<td>82.6</td>
<td>83.4</td>
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<tr>
<td>Accommodation Bonds &amp; Refundable Accommodation Deposits</td>
<td>159.6</td>
<td>185.8</td>
<td>194.6</td>
<td>206.6</td>
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<tr>
<td>Loan Licences</td>
<td>37.9</td>
<td>37.4</td>
<td>37.9</td>
<td>93.5</td>
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<tr>
<td>Interest Bearing Liabilities</td>
<td>144.1</td>
<td>132.7</td>
<td>137.7</td>
<td>35.7</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>406.8</strong></td>
<td><strong>430.6</strong></td>
<td><strong>452.8</strong></td>
<td><strong>419.2</strong></td>
</tr>
<tr>
<td>Net Assets</td>
<td>131.8</td>
<td>195.5</td>
<td>242.5</td>
<td>272.3</td>
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</table>

The significant improvement in net assets during the 2014/15 financial year relates to the strong trading performance. The receipt of loan licences from new residents of The Brighton enabled a significant reduction in borrowings during the year.

We continue to acknowledge the support of the Brisbane Archdiocese Development Fund, the Canberra/Goulburn & Bathurst Catholic Development Funds and Westpac Banking Corporation.
Catholic Healthcare would like to thank the residents, clients, patients and staff members who kindly agreed to be photographed and interviewed for the Catholic Healthcare Annual Review 2014 / 2015.