

CABRINI ANNUAL REPORT

2017-18



A CATHOLIC ORGANISATION

Cabrini shares the healing mission of the Missionary Sisters of the Sacred Heart of Jesus and operates according to Catholic Health Australia's Code of Ethical Standards for *Catholic Health and Aged Care in Australia*.

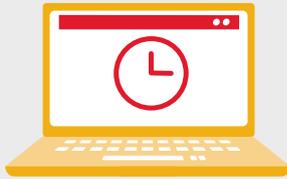
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HIGHLIGHTS



\$12.6m

Record funds raised by
Cabrini Foundation



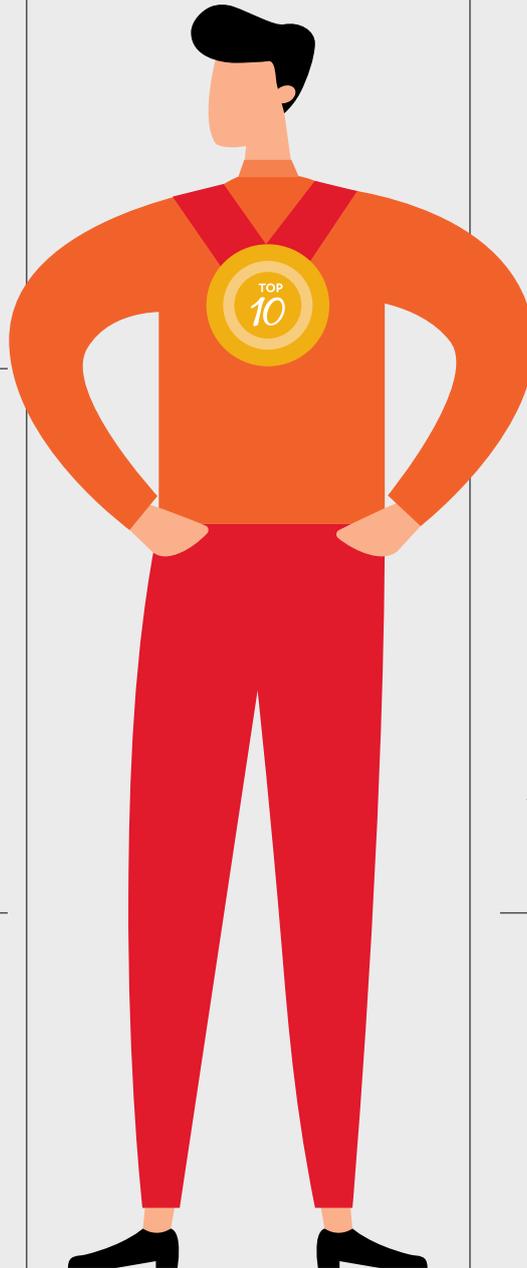
03/18

Began publishing emergency
waiting times online



2017

Nurse Manager Sue Grasby RN
named Catholic Health Australia's
(CHA) Nurse of the Year



10

Cabrini was ranked in the top 10
employers in Australia



05/18

New PET/CT Unit launched at
Cabrini Medical Imaging



17

The number of countries where the
Cabrini Sisters have missions



300

People regularly use our primary and/
or specialist mental health service
at the Cabrini Asylum Seeker and
Refugee Health Hub



03/18

Cabrini Outreach was launched



100%

Score achieved by Cabrini Residential Care in Ashwood, which won the City of Monash Golden Plate Award for food services for the fifth consecutive year



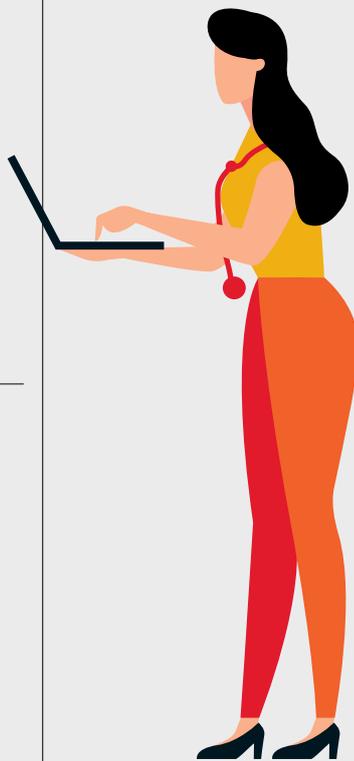
35,000

Hours of service contributed by volunteers



17,098

The number of repairs on mobility aids/assistive devices carried out in clients' homes



1615

Medical practitioners are accredited to work at Cabrini



70

Years since the Cabrini Sisters arrived in Australia, and took over St Benedict's Hospital in Malvern



07/17

Building works began on the Gandel Wing at Cabrini Malvern named in honour of principal donors John Gandel AC and Pauline Gandel AC



90

Active clinical trials underway focused on treating advanced cancers

This has been a year of implementation of our strategy, restructure and exciting developments, and it is my pleasure to present the *Cabrini Annual Report 2017-18*.

I have the honour of being Chairman of a hardworking, caring and capable Board with diverse skills. I am extremely grateful for all the time that our Board members volunteer. I sincerely appreciate the wise counsel that I receive, and the depth of consideration and discussion that goes into our decision-making.

We have a close relationship with our founders and sponsors: the Missionary Sisters of the Sacred Heart of Jesus. We are fortunate to have a supportive Provincial Council, and as a Board we significantly benefit from their belief and wisdom. My thanks to our former Provincial Superior Sister Pietrina Raccuglia MSC and Councillors Sister Arlene Van Dusen MSC and Sister Lucy Panettieri MSC. Also, we recognise and thank Sister Catherine Garry MSC for her continual assistance. During the year, we had the pleasure of welcoming our new Provincial Superior Sister Diane Olmstead MSC and her Council: Sister Antonina Avitabile MSC, Sister Xochilt Calero Hernandez MSC and Sister Maria Elena Plata Alvarado MSC. We look forward to working closely with them.

Much appreciation goes to our Board colleague Sister Sharon Casey MSC, who is based in Melbourne, Australia and always provides sound advice. We were delighted to have Sisters Pietrina and Diane visit Australia for the gala dinner to launch our capital campaign held in March 2018 in the iconic Great Hall of the National Gallery of Victoria.

During the year, we welcomed Lisa Hacker as a new Board member and Dr Melita Kenealy in her capacity as Chair of Cabrini Medical Staff. Thanks go to Fr Laurie McNamara, Sneza Pelusi and Dr Antonio Grossi who retired from the Board in 2017-18. Their many contributions and dedication are sincerely appreciated.



CHAIRMAN'S MESSAGE

STRATEGY

The health sector in Australia remains under increasing pressure. The number of people who hold private health insurance is declining, and the downward pressure on revenue coming from private health funds and government is considerable. Cabrini is responding to these issues by implementing its strategy, reassessing internal processes where necessary and investing in new services and facilities.

An important initiative in 2017-18 was our corporate restructure project. This involved a great deal of detailed technical work by members of Cabrini's senior management team, as well as Cabrini's external legal and accounting advisors. Reflecting the growth in complexity and size of Cabrini over the past decade, it was necessary to move to a new, more modern structure. From 1 July 2018, a new holding company Cabrini Australia Limited was established. It is the sole member of two subsidiary companies – Cabrini Health Limited and Cabrini Property Limited. All three companies are registered with the Australian Charities and Not-for-profits Commission, or ACNC, the national regulator of charities in Australia.

The day-to-day activities of Cabrini continue to be provided by Cabrini Health Limited, supported by property and buildings provided by Cabrini Property Limited.

HIGHLIGHTS

Two Board seminars were held during the year to review the current status of the implementation of our strategy. Presentations were also made by members of the executive committee in relation to new opportunities and solutions to challenges.

Two Board Directors and nine Cabrini staff participated in a pilgrimage to Italy to deepen their understanding of the mission and history of Cabrini. Pilgrimages are always enormously beneficial to both the individual and the organisation.

In March 2018, Federal Minister for Health Greg Hunt MP launched the NHMRC Centre for Research Excellence for the Australia and New Zealand Musculoskeletal (ANZMUSC) Clinical Trials Network, to be run by Monash University, at the Cabrini Institute. This is separately housed near our main hospital campus and operates under the guidance of Professor Rachele Buchbinder. This is wonderful recognition of the outstanding work undertaken by Rachele and her team.

Construction of the Gandel Wing commenced. In July 2017, the first sod of the Gandel Wing building project was turned by John Gandel AC and Pauline Gandel AC. This was a very exciting event that physically began our new development. Pauline and John's vision and involvement is deep and meaningful, and we are extremely grateful for their generosity and support.

The new Gandel Wing is the largest development undertaken by Cabrini. It will provide state-of-the-art facilities to support patient care and an even safer environment with new measures in patient rooms to prevent patients from falling. The building is scheduled to be completed and opened in September 2019. Fundraising for the capital campaign has been very successful, and special thanks go to the Chair of the Capital Campaign David Curtain QC and the Steering Committee.

In August 2017, a ceremony was held to celebrate the naming of the Alan, Ada and Eva Selwyn Emergency Department at Cabrini Malvern. The family's generous support is truly appreciated. Their desire to recognise Ada's late husband Alan and to support the community is inspirational.

In June 2018, an accreditation assessment of our hospitals in Brighton, Elsternwick, Malvern and Prahran took place. All successfully achieved accreditation including a number of 'met with merit' scores. Thanks go to our accreditation team led by Associate Professor Peter Lothian (Group Director, Medical

Services and Clinical Governance) and Christine Minogue (Quality Systems Manager), as well as Cabrini staff and doctors, for the intense work in preparation for the assessment.

Our cancer services have grown again this year with the installation of a new PET/CT scanner at Cabrini Malvern. With the introduction of these new facilities, we join the list of very few Australian hospitals with a fully integrated cancer service. This enables us to work with a patient from diagnosis through to treatment and rehabilitation or palliation should this be required. We are very proud of this achievement.

This is my final Chairman's report after completing four years in the position. I know that Cabrini is in excellent hands under our new Chairman Sylvia Falzon, and our exceptional Board of Directors. The experience of being Chairman of Cabrini has been a real privilege. To chair an outstanding organisation led by our well respected and talented Chief Executive Dr Michael Walsh is extremely fulfilling. The healthcare provided by our team of doctors, nurses and other healthcare professionals is second to none. I am very grateful for their support and all they do. The personal support of the Cabrini Sisters has been inspirational and sincerely appreciated. Thanks also go to my wife Ros and my family who not only have been so supportive, but also allowed me the time needed to fulfil my role as Chairman of Cabrini. Finally, my thanks to our generous donors who through their gifts and contributions help us to be an even better healthcare service.



**BY RICHARD ROGERS
CHAIRMAN**

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The 2017-18 financial year was one of considerable change and achievement for Cabrini. We continued to grow and strengthen our mission activities with the commencement of Cabrini Outreach as a division of Cabrini, and we made progress on our strategic planning and execution.

Healthcare is becoming ever more complex. New drugs, new tests and diagnostic equipment and new medical devices and technologies promise improved access to more effective healthcare; care that offers improved outcomes for our patients and families. But in order to make the most of these amazing advances, we need great doctors who are committed to constantly upgrading their training and their practice, supported by Cabrini nursing, allied health and patient services staff who are equally well trained and comfortable with change and new ways of doing things. Beyond the marvels of modern science and technology however, is the real essence of Cabrini, our commitment to compassionate care of the body, mind and spirit.

We strive to ensure that our doctors and staff are there for our patients and families whenever they are needed. We are increasingly taking a wider view than just dealing with the medical problem that brings our patient to the hospital. We need to think about their lifestyle, their living conditions, the family and social supports, so that we can help them design the most effective healthcare network of service providers to meet their specific needs. Rapid access to compassionate, high quality care at an affordable price is our daily challenge. At Cabrini, we are all committed to meeting this challenge and exceeding expectations.



CHIEF EXECUTIVE'S MESSAGE

IMPROVING THROUGH TECHNOLOGY

Importantly, we have commenced several major projects to upgrade our clinical and administrative information systems, embracing the age of digital transformation. Perhaps the most important part of this transformation is the development of our patient portal, which will enable our patients and families to access Cabrini services and information online. Also in the business-technology space, we have focused on meeting the challenge of cyber-security, making advances in our technology for systems such as rostering and revenue optimisation, managing demand for services and delivering value through creation of business applications such as our emergency-department wait times and electronic payslips for our staffs, and strengthening governance for both clinical and enterprise systems. We deployed the Cabrini-integrated My Health Record solution i.e. the ability to access and update the national patient health record when it comes online. We also contributed in a range of ways to the Australian Digital Health Agency.

We have started work on strengthening our human-resources (HR) information management capabilities and systems, and we are beginning to see the benefits of this investment through better performance in workplace health and safety, improved HR management information and processes, and industry-leading workforce planning.

A PLACE PEOPLE WANT TO WORK

Also on the people side, we were rated among the top ten organisations in Australia where people want to work in a national survey of 10,000 people conducted by Randstadt. This

was very gratifying, as our people are without doubt the most important expression of our brand; they deliver the Cabrini difference and are key to our image in the community.

A PLACE PEOPLE WANT TO RECEIVE CARE

We had a strong year in maintaining and improving patient, resident and customer experience, and we performed well on regulatory compliance, particularly in the various accreditation surveys undertaken across our services. We continued our investment in better information and clinical decision support systems, better equipment to help our staff provide safe, high quality services and care, and finally better buildings and infrastructure.

We are working to upgrade our website, which will also make it easier for patients and referring doctors to find the right Cabrini specialist or service.

The Gandel Wing is emerging onsite at Cabrini Malvern, and will provide the contemporary, world-class infrastructure needed to provide excellent patient and family care. It will deliver 150 new beds and treatment bays, almost all of them in single-bed ward configurations. We have added two new operating theatres and a new central sterilisation department to the hospital.

This is an exciting time for us: our major hospital development and service expansion at Cabrini Malvern is our largest project yet. These new facilities will allow us to offer services that patients want and need such as radiotherapy, enabling us to provide fully integrated cancer care from diagnosis through to medical treatment and rehabilitation or palliative care if cure is not possible.

STRENGTHENING CONFIDENCE IN LIFE

Importantly, we are redoubling our efforts to provide great customer service, in addition to high quality healthcare. We aim to deliver well-coordinated, integrated care that is tailored to the needs of our patients, residents and their families and carers, so that they feel confident they are receiving the best advice and care available. This is perhaps best expressed by the late Cardinal Joseph Bernadin (1928-96), son of an Italian immigrant couple, who was born in the USA and became a Cardinal of the Catholic Church:

Our distinctive vocation is not so much to heal better or more efficiently than anyone else; it is to bring comfort to people by giving them an experience that will strengthen their confidence in life

Much of our work in improving our facilities and services over 2017-18 has been supported by the generosity of donors who have contributed to Cabrini Foundation appeals. We cannot thank them enough. On behalf of our sponsors, the Missionary Sisters of the Sacred Heart of Jesus, and all doctors, staff and volunteers who serve our patients and families at Cabrini, thank you for your loyalty and for your many contributions of time, talent and funds.



**BY DR MICHAEL WALSH
CHIEF EXECUTIVE**

“Our distinctive vocation is not so much to heal better or more efficiently than anyone else; it is to bring comfort to people by giving them an experience that will strengthen their confidence in life”

– CARDINAL JOSEPH BERNADIN (1928-96)

OUR PEOPLE ARE CENTRAL TO OUR SUCCESS

We work to attract, develop, retain and optimise our people assets to realise their full potential to deliver an outstanding customer, patient, resident and family experience, now and in future.

The intent of our people strategy is to achieve organisational excellence in the experience of our people, the delivery of an outstanding customer, patient, resident and family experience and the realisation of our mission. This is achieved through the implementation of strategic initiatives to realise four key outcomes, against which we achieved strong progress over 2017-18.

FOUR KEY OUTCOMES FOR OUR PEOPLE STRATEGY

1) Strategic employment and retention of talented people, with the right skills, mindset and commitment to Cabrini

The people of Cabrini comprise 4428 employees, 1615 accredited medical practitioners and 373 volunteers, as well as community members who contribute in a range of ways.

Strategic workforce planning was implemented across our nursing workforce, incorporating a team-based model of nursing care. These nursing workforce plans are used by nursing leadership to guide strategic employment and operational workforce resourcing. Labour supply initiatives included centralisation of casual employee resource management, proactive recruitment of midwives and enrolled nurses, and an increase in the graduate and postgraduate employee numbers. These initiatives have had a positive impact on meeting the resource needs for nurses, and at the same time, managing our labour costs.

To ensure long-term workforce stability and growth, Cabrini has invested in the development of postgraduate and enrolled nurse development programs. Led by our clinical education department, our postgraduate programs support nurses in expanding their scope of practice and pursuing their personal and professional development goals. A total of 21 nurses participated in the postgraduate program in 2017-18. Cabrini has partnered with ACU College in the education and training of our future enrolled nursing workforce through a Diploma of Nursing qualification.

A transition to retirement policy and program have been implemented to assist employees in retiring from Cabrini

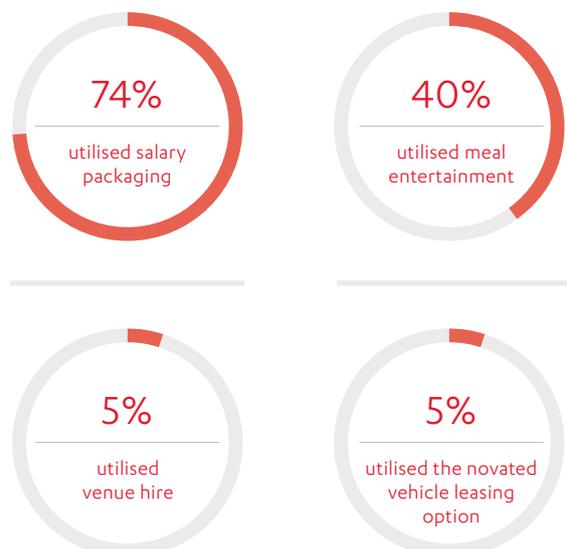
in a planned and supported manner. Over the year, three employees have elected to participate in the program.

Two annual Cabrini-wide recognition programs were delivered to encourage the recognition and retention of talented people with the right skills, mindset, and commitment to Cabrini.

The Mother Cabrini Award for Service Excellence encourages nominations by peers or managers. A total of 33 nominations were received, including four for teams, with three individuals and one team deemed worthy winners. Our annual Leadership Excellence Scholarships program recognises and rewards employees who demonstrate leadership excellence aligned to our leadership-competency model. Two winners were selected, one having received a \$10,000 scholarship and the other a \$5000 scholarship. These funds are used to contribute towards their continued professional development.

A virtual Cabrini recognition wall is featured on our Intranet site, and includes stories about the efforts and achievements of our people. Over the past year, some 80 employees' names and stories were featured on this wall.

The employee benefits we offer through Maxxia salary packaging were well utilised during 2017-18. Three-quarters of employees utilised one or more forms of salary sacrifice as follows:





William Campbell of patient services fields calls and enquiries at main reception, Cabrini Malvern.



Mary-Anne Gallagher, Group Director, People and Culture.

2) A safe, innovative, high performance culture empowered by leaders, where our people work together to continuously learn and grow

More than 556 hours of staff development were delivered with 1600 employees having completed development programs across work health and safety, people-skills development and computer skills.

Several leadership development initiatives were undertaken, the most significant of which was the commencement of the mini-MBA program in conjunction with the Advisory Board, a firm that uses a combination of research, technology, and consulting to improve the performance of healthcare organisations. This program is a customised approach to service line development at Cabrini that supports the

execution of the *Cabrini Renew* health strategy to 2020. The first of four groups has recently completed the program, with 34 senior leaders, including ten doctors, attending from three of our flagship services.

MindTools, a suite of online learning resources, has been implemented at Cabrini for three years and on average, has some 135 unique users every month.

Our performance review and development process was reviewed in consultation with employees and managers to design, develop and pilot an updated system. The new process is called My Plan.

We made progress on each of the four pillars of our work health and safety (WHS) plan for 2017-19 that will contribute to

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building a safe workplace for our employees. During the year, our WHS team partnered with clinical leaders at a number of patient focused forums to better understand and address work health and safety risks that arise when caring for Cabrini customers.

To encourage employees to focus on positive lifestyle choices, a record 42 Cabrini teams of seven employees (294 people in total) participated in the Virgin Pulse Global Challenge, a 100-day worldwide virtual journey that improves both physical and psychological health of participants.

3) Intelligent systems, processes and practices as enablers of service delivery and a positive workplace experience

The Kronos workforce management (time and attendance) online application was upgraded from version six to eight in November 2017. The upgrade introduced new features to improve the user experience including employee self-service via mobile app and web browser.

LinkedIn has been introduced and complements our recruitment practices. Video interviewing has been used for the 2019 graduate nurse program, enabling nursing leadership to shortlist candidates in a fair, equitable and efficient manner. During 2017-18, Cabrini recruited 81 new graduate nurses.

To simplify and improve the management of police checks CrimCheck, an online police checking provider, was implemented to simplify and support the administration of these checks.

To improve our care for injured employees, dedicated software to assist our injury-management team in managing injuries and associated workers' compensation claims was embedded. Quarterly claims reviews with executive sponsorship were conducted in partnership with our claims agent. Also, a set of job analyses was developed to help treating practitioners consider suitable return-to-work opportunities for injured employees.

We have revised and rolled out new systems and resources to support employees in working safely in the community i.e. beyond the physical walls of Cabrini's hospitals and healthcare facilities. This includes trialling new functionality of the electronic duress equipment to ensure continual safety. A new integrated emergency-management plan for all clinical sites

was implemented, including a range of practical resources to help wardens and others respond to emergencies. To increase awareness and improve accessibility for all employees, our WHS team published an index to all work health and safety resources available electronically.

A two-year plan was approved to invest in new equipment to safely move patients and residents, with some high priority equipment already purchased. The safe moves people-handling program was rolled out, including dedicated mentors who will continue to build their colleagues' capacity and skills. More than 350 employees have been trained in safe moves techniques.

A framework was launched to prevent and better manage incidents of occupational violence and aggression. This included a new training program on recognising, preventing and de-escalating aggression, with 331 employees having attended. A clinically-led team response to aggression was successfully piloted in two wards at Cabrini Malvern, and it will continue to be implemented over 2018-19.

4) Transforming our people's experience by putting our values into action

Work has been underway to describe Cabrini's aspired culture, which will support the successful delivery of Cabrini's strategic plans and demonstrate our values in action. A set of cultural attributes, designed to reinforce the way things need to be done at Cabrini, will be launched towards the end of 2018. It will be embedded over coming years through our practices, processes and systems to make sure our aspired culture becomes real, and part of the everyday experience for all who work with us.

WORKPLACE RELATIONS

The Cabrini Nurses' Consultative Committee continues to meet regularly to support early resolution of workplace matters and the sharing of ideas. Cabrini negotiated two enterprise agreements during the year, as follows.

Cabrini Residential Care Agreement 2017

The *Cabrini Residential Care Agreement 2017* was approved by the Fair Work Commission in June 2018. The agreement is effective until June 2021, and includes pay increases and improvements to terms and conditions of employment.



Top left: Recipients of the 2017 Leadership Excellence Scholarships Project Manager Vicki Durstan (second from left) and Director of Research Dr Emma Baker (third from left) with Chief of Health Operations Sue Williams (left) and Group Executive of People and Culture Mary-Anne Gallagher (right). Top right: Simon Yoong, nuclear medicine technician, pictured in the new PET unit, Cabrini Medical Imaging. Bottom left: (from left) Brooke Ward and Bipana Thomas of Cabrini Pathology. Bottom right: Cabrini Chief Executive Dr Michael Walsh presents Vince Cicero of Cabrini Technology with his service award during Cabrini Week 2018 celebrations at our Mount Waverley premises.

Cabrini Medical Scientists, Dietitians, Pharmacists and Psychologists Agreement 2018

The *Cabrini Medical Scientists, Dietitians, Pharmacists and Psychologists Agreement 2018* was submitted to the Fair Work Commission for approval on 1 June 2018. The agreement will operate until October 2021 and includes pay increases and improvements to terms and conditions of employment.

EDUCATION AND RESEARCH

Cabrini is a teaching and learning organisations supported by the Cabrini Institute based at the Patricia Peck Education and Research Precinct in Malvern.

We have clinical schools with our partner universities Australian Catholic University (ACU) and Monash University, and have expanded our involvement to include postgraduate specialty programs in medicine and nursing.

Cabrini is a foundation member of Monash Partners together with Alfred Health, Baker IDI, the Burnet Institute, Eastern Health, Epworth HealthCare, Hudson Institute, Monash Health, Monash University and Peninsula Health. Monash Partners is Australia's first Academic Health Science Centre, and in 2015 was recognised by the National Health and Medical Research Council (NHMRC) as one of four internationally leading centres of its kind in Australia. Since its inception, Monash Partners has worked as a collaborative force to improve the health and wellbeing of about 15 per cent of Australia's population, or 3.5 million people, throughout Melbourne's south-eastern corridor.

During 2017-18, Cabrini provided more than 20,000 clinical placement days for medical, nursing and allied health students. We offered 79 graduate nursing positions through our transition-to-professional-practice program and commenced five specialty postgraduate nursing courses. Thirteen nurses have successfully graduated with graduate certificates in specialities including cancer and palliative care, intensive care, emergency, perioperative (surgical) or cardiac nursing. Within medicine, we supported 27 positions for registrars pursuing specialist training in emergency, gastroenterology, general medicine, gerontology, intensive care, medical administration, medical oncology, neurology, palliative care and pathology.



A valedictory dinner was held for these retiring doctors. From left: Associate Professor Bill Johnson AM, Mr Peter Evans, Mr Roger Wale, Mr Ian Carlisle AM, Mr Peter Grossberg, Mr John Griffiths, Emeritus Adrian Polglase.

Research at Cabrini continues to grow with the Cabrini Human Research Ethics Committee approving 82 new projects and managing a total of 290 ongoing projects. Of them, 90 were active clinical trials largely focused on treating patients who have advanced cancers.

Cabrini researchers had a successful year with \$46.8m in cumulative research grants awarded or held. Our researchers disseminated the outcomes of their work through 133 peer reviewed publications, two book chapters and 217 conference presentations.

OUR DOCTORS

Engagement with our medical practitioners is a crucial part of the *Cabrini Medical Compact*, which provides a framework for the relationship between our medical staff, Cabrini management and the Board.

Some 1615 accredited medical practitioners work at Cabrini across the range of medical specialties and campuses. Most of our doctors are independent visiting medical officers (VMO), and all are an essential part of our clinical services. As well as their contributions to excellent patient care and patient experience, many volunteer for hospital management and quality committees and research, as well as in medical student and postgraduate teaching and in volunteer outreach services.



Plastic surgeon Mr Nick Houseman at work in Cabrini's surgical theatres.

We are fortunate to have doctors of such high quality who are prepared to contribute to all facets of our organisation.

In late 2017, Dr Melita Kenealy took over from Dr Antonio Grossi as the Chair of the Senior Medical Staff Executive, which represents all of our senior doctors. Dr Kenealy has continued the work of turning the compact into a living document. As well the elected heads of specialty groups, Cabrini has employed medical directors in key services. Dr Ben Brady (medical oncology and haematology), Dr Chantal McNally (anaesthetics), Dr Michael Ben-Meir (emergency medicine), Dr Vineet Sarode (intensive care), Associate Professor Natasha Michael (palliative care), Dr Kwong Teo (rehabilitation medicine), Dr Gautam Vaddadi (cardiac services) and Mr Val Usatoff (perioperative services) continue to provide medical leadership in their respective areas, and support of ongoing developments in clinical and research programs.

Ongoing service development

The services we are able to provide depend on doctors learning and adopting new techniques. Transcatheter aortic valve implantation, which allows replacement of the aortic valve via catheters from an artery in the groin rather than the usual open or minimally invasive surgical methods, was supported by the listing of the procedure on the *Medical Benefits Schedule* in November 2017. This procedure is now available to more patients who need an aortic valve replacement and are not well enough to have open cardiac surgery. This program is a truly interdisciplinary model of care, with involvement of a team of nurses, cardiologists, surgeons and anaesthetists – and is the result of a three-year project to develop the team and skills of the staff involved.

Clinical registries

There is increased recognition that clinical registries are an important part of healthcare quality, and provide an increasingly important foundation for clinical research. The collection and analysis of data from large numbers of patients (or megadata) provides powerful tools to improve our healthcare for individual patients and for the healthcare system. Cabrini now provides data to registries across a range of services including breast, colorectal, prostate and lung cancers, cardiac interventions, cardiac surgery, intensive care, palliative care, rehabilitation and rheumatology. Professors

Rachelle Buchbinder and Mark Frydenberg, and Associate Professors Jeffrey Lefkovits and Paul McMurrick have provided leadership for the development of clinical registries.

Grants for clinical staff

In 2017-18, the Cabrini Senior Medical Staff continued to support our colleagues and our students. The program to support allied health and nursing staff and students through education travel grants has been expanded. They have continued to fund short research programs with our medical students from Monash University and the University of Notre Dame, working with our medical researchers. This results in medical students gaining new research skills, as well as allowing them to present and publish their work to the medical science community.

Honours

In the 2018 Australia Day Honours, Professor David Kissane was awarded Companion of the Order of Australia (AC), the highest level of the awards. Professor Kissane's award was "for eminent service to psychiatry, particularly psycho-oncology and palliative medicine, as an educator, researcher, author and clinician, and through executive roles with a range of national and international professional medical bodies". Professor Kissane works with Cabrini's Palliative Care service in a clinical and research capacity, and heads up the Szalmuk Family Psycho-oncology Research Unit.

OUR NURSES

Cabrini is invested in supporting our nurses to succeed. The Cabrini Foundation has agreed to fund a new \$25,000 nursing leadership scholarship to foster an exemplary future nursing leader in their area of care, and allow them to explore new and emerging models of leadership and problem solving. It will offer recipients the opportunity to undertake a short course at an international centre of excellence, or work at healthcare organisations with innovative models of care. The scholarship was designed to coincide with the launch of Cabrini's Nursing and Midwifery Society and was announced by Cabrini Board member Sylvia Falzon at our nursing and midwifery dinner held to celebrate International Nurses Day. Our nurses are supported with scholarships for further studies and grant opportunities if they are interested in research.



Mabel Hibbert (94), a friend of Cabrini Residential Aged Care in Ashwood, calls bingo at the residents' regular game.



Cabrini volunteer Dot Haskin (centre) is honoured in the 2017 Higgins Community Service Awards presented at the Malvern Town Hall in July 2017. She is pictured with the Governor of Victoria the Hon Linda Dessau AC (left) and Federal Member for Higgins the Hon Minister Kelly O'Dwyer (right).

The Cabrini Nursing and Midwifery Society has been formed to celebrate nursing and midwifery at Cabrini through social gatherings, education events and fundraising activities. The society allows Cabrini nurses and midwives to remain connected with their peers as they move around the healthcare sector, increasing involvement in our nursing community by participating in events and reunions. It creates an opportunity to socialise, share experiences, work together and foster lifelong friendships and professional networks thereby keeping the spirit and culture of Cabrini nursing alive.

To improve the care of our patients, our nurses now work in teams rather than individually. This model has been evaluated and improvements in call bell response times, patient experience, interdisciplinary communication and support for novices were reported. These changes have also been linked to the concept of hourly rounding, whereby our patients are proactively visited by a member of the team at least every hour, to anticipate patients' needs rather than waiting for them to call for a nurse.

OUR VOLUNTEERS

Over the course of a normal year, we are the beneficiary of 38,000 hours of volunteer time. Last year, our patients, residents and visitors received 35,000 hours of volunteer care. This included friendly visiting and way-finding assistance,

Catholic sacramental care provided by the Catholic ministry volunteers and pre-and post-operative support for cardiac patients provided by our Heartbeat Cabrini patient visitors.

More than 1600 hours were contributed to our local and international outreach partnerships, such as governance and administrative support for St Mary's Hospital in Ethiopia, participating in primary care health checks with Cabrini Ministries in Swaziland, providing a pathology service for Modilon Hospital in Papua New Guinea, volunteering for medical evacuation surgery at Cabrini in Melbourne or as a mentor for visiting overseas clinicians.

Almost 1000 hours may be attributed to the psychiatrists, general practitioners and a psychologist working at the Cabrini Asylum Seeker and Refugee Health Hub in Brunswick. As the service caters mainly for Medicare-ineligible asylum seekers, we generate little income from the service, and would not be able to offer a comprehensive service without the generosity of health professionals who give their time *pro bono*.

In addition to these gifts:

- the Cabrini Choir members have practised on a regular basis and to sing at our sacred celebrations and entertain the residents at Cabrini Residential Aged Care in Ashwood;

- the Heartbeat Cabrini committee and members have raised funds to support our cardiac services
- Our staff have volunteered or otherwise supported some of our social service partners such as Children First Foundation, Family Life and The Way Community, and raised money for our Cabrini Outreach programs

We are blessed to have such dedicated volunteers who expand our capacity to deliver our mission of care and service.

CELEBRATING OUR IDENTITY

We concluded our celebration of the centenary of the death of Saint Frances Xavier Cabrini MSC (1850-1917) with Mass and supper in November 2017. Past board directors and staff joined in celebrating this milestone with us. Mother Cabrini founded the Institute of the Missionary Sisters of the Sacred Heart of Jesus (also known as the Cabrini Sisters) in 1880 at an abandoned Franciscan friary in Codogno, northern Italy where today the Centro di Spiritualita Madre Cabrini still stands. She was the first naturalised citizen of the USA to be canonised by the Catholic Church (1946) and was later proclaimed Universal Patroness of Immigrants in honour of her lifetime's work caring for migrants in England, Europe, Latin America and the USA (1950). Today, the Cabrini Sisters' mission reaches around the world with a presence in 17 countries including Australia.

In January 2018, we began celebrating the seventieth anniversary of the arrival of the Cabrini Sisters in Australia. We commissioned a poem based on the 'Memorie' and released daily entries over the ten days of the Sisters' journey to Australia, which occurred in 1948. We are now working to establish a permanent heritage display of historical items and relics. These two significant anniversaries have connected us to our heritage in a new way and motivated our desire to authentically express our Catholic and Cabrinian identity.

FORMATION

We invest in formation of leaders and staff so that we are able to be authentic representatives of a Catholic, Cabrinian organisation. Formation is a transformational process that engages the whole person and involves reflection, contemplation and discernment. Our commitment to formation is related to our desire to encourage people to be their best selves at work, and fulfil their human potential.

Formation sessions were conducted for the Cabrini Board of Directors as follows:

- 14 October 2017 by Episcopal Vicar for Social Services Rev Joe Caddy on the 2017 Australian Catholic Bishops' social justice statement entitled 'Developing an Inclusive and Sustainable Economy'
- 22 February 2018 by consultant Mark Davis on 'Stewardship of Mission'

Other activities included the following:

- We held a one-day retreat in March 2018 for the executive leadership team
- We piloted a new formation needs assessment as part of onboarding new Board directors, executive directors, senior managers and middle managers
- We reintroduced the formation program for middle managers and introduced a frontline staff formation program with the intention to offer both of them regularly
- We introduced Schwarz rounds, a unique, multidisciplinary forum where professional caregivers discuss and process difficult emotional and social issues that arise when caring for patients and their families

During 2017-18, two Board Directors and nine staff participated in a pilgrimage to Italy led by Sister Joan McGlinchey MSC of USA, Group Director of Mission and Cabrini Outreach Cath Garner and consultant Mark Davis. Cabrini's Mission Governance Committee endorsed the curriculum for formation of new managers. The program has two purposes:

- to provide core education on the principles of faith that underlie the Catholic commitment to healthcare
- to engage managers in the mission and values that reflect our Cabrinian identity

We continued to invest in ethics education, particularly for clinical staff. We established a partnership with the Plunkett Centre for Ethics at Australian Catholic University to provide an ethics advisory service. Forty-one senior clinicians (doctors, nurses and allied health professionals) attended our quarterly ethics masterclass.



CABRINI FOUNDATION

The Cabrini Foundation helps us to build on our organisation's solid base and pursue new horizons, in order to deliver on Cabrini's mission of providing excellence in all our services. Donations to the Cabrini Foundation are used to directly benefit our patients and make a difference.

ACHIEVING EXCELLENCE WITH SUPPORT FROM OUR COMMUNITY

Established in 2011, the Cabrini Foundation provides an important link between Cabrini, our donors, supporters and the wider community. Our donors provide financial support through the Cabrini Foundation to invest in new technologies, conduct research throughout Cabrini and to develop new patient services.



Donations to support Cabrini's work come from a range of valued sources – from members of the local community, groups, corporate partners, trusts, foundations and people who leave a legacy or gift in their will. Cabrini is a charitable institution and does not rely on government or church funding. The Cabrini Foundation enjoyed a great year in 2017-18, in which it raised a record \$12.6 million. Cabrini Foundation staff continued to get to know our donors better, spending time with them at events and holding conversations with them at our hospitals and healthcare facilities. We value opportunities to hear from them, to recognise them for their support and acknowledge their generous gifts.

The Cabrini Foundation thanks all members of the Cabrini Foundation Board for their commitment and involvement over the past 12 months. The 2017-18 year was an exciting year for us, with continued growth in donations, more opportunities to meet with our supporters and a successful Gala Dinner held on 24 March 2018 to announce our capital campaign.

On behalf of Cabrini staff and patients, we thank all of our donors for their philanthropic support this year. The Cabrini community has again been very generous and supported the

Cabrini Foundation in achieving a record fundraising result. This support has enabled clinical programs and services, education and training, health-related research projects, equipment purchases and mission activities to continue at Cabrini.

We simply couldn't do what we do without the support of our community.

GALA DINNER

The Cabrini Gala Dinner held on 24 March 2018 to launch the capital campaign was a great success. More than 500 guests attended the event held in the Great Hall of the National Gallery of Victoria, famed for its beautiful stained glass ceiling. A highlight was the donation of \$US1 million by the Cabrini Sisters towards the Gandel Wing. Entertainment was provided by the Melba Opera Trust, Katie Noonan and the Motown OzBoys, with plenty of dancing.

Joint Patrons John Gandel AC and Pauline Gandel AC spoke of their involvement with Cabrini over many years and called on the community to get behind the capital campaign.



The capital campaign was launched at a gala dinner held on 24 March 2018 in the Great Hall of the National Gallery of Victoria.

Dan Collins, founder of event sponsor GenesisCare, provided insight into the partnership GenesisCare has with Cabrini, which will lead to groundbreaking cancer treatment in the future.

Thanks go to all supporters of the event, including our sponsors:

- GenesisCare (Platinum)
- MIA (Gold)
- Melbourne Pathology (Silver)
- Bidfood
- CH2
- DeFries
- Holding Redlich
- James & Monroe
- Grant Thornton
- Kane
- KPMG
- Macquarie
- Northwest Healthcare
- Pitcher Partners
- Slade
- Westpac
- Wingate
- Volkswagen Brighton (Corporate)

A big thank you to all the Cabrini staff who attended on the night.

LBBC

Let's Beat Bowel Cancer (LBBC) is a health promotion initiative of Cabrini. Our mission is to significantly lower deaths related to bowel cancer through prevention and research. Our work mitigates suffering and ultimately, we hope will help to find a cure for bowel cancer. Through the LBBC initiative, we are campaigning for awareness, prevention and cure of bowel cancer. We do this through fundraising, events, research, education and promotion.

Bowel cancer is a major public health issue. Australia has one of the highest rates of bowel cancer in the world and the incidence has continued to rise, particularly in younger

patients. It is the second most common type of newly diagnosed cancer in Australia with almost 15,000 Australians diagnosed annually. It is Australia's second biggest cancer killer behind lung cancer, affecting the lives of 80 Australians every week, both men and women almost equally. The risk of bowel cancer rises sharply and progressively from age 50, although incidence rates in younger people are also rising.

LBBC, through its website, social media and public lectures, continues to promote the national bowel cancer screening program among adult Australians. We also promote primary prevention through education regarding awareness of symptoms, and healthy diet and exercise. Recently we have been involved in an important initiative with the Victorian Department of Health and Human Services, creating an education series for general practitioners in Victoria to help promote the bowel cancer screening program. Although most Australians aged 50 to 75 are offered faecal occult blood testing, uptake remains at less than 40 per cent in Victoria. This needs improvement, in order to save lives.

The LBBC Golf Classic is held annually to promote fundraising and public awareness through our committee headed by Des Jackson. More than 200 people attend at Kingston Heath Golf Club each year and apart from raising funds, the event has been important in improving uptake of the screening program among participants, as well as their family and friends. The Golf Classic Winner's Award is now named in honour of the late Andrew Florent, former international tennis player and supporter of Let's Beat Bowel Cancer, who tragically died in 2016.

LBBC has been a strong supporter of research initiatives and grant applications by the Cabrini Monash University Department of Surgery, where our education and research focus is based. Members of our committee have acted as patient advocates for grant applications and continue to support our fundraising efforts. LBBC supports the research efforts of the Cabrini Monash University Department of Surgery led by Associate Professor Paul McMurrick.

Many of our bowel cancer patients from Cabrini have become active participants and supporters of LBBC and assist us regularly with community education and fundraising programs.



Trustees of the Grenet Foundation generously supported the creation of a new, dementia-friendly rehabilitation ward at Cabrini Brighton. From left: Charles Tegner, Anne Hyams and Mark Fairbairn.



Clinical Nurse Specialist (Wound Care Liaison) Nurse Moya Beattie at Cabrini Brighton.

HEARTBEAT

The past year has been a significant one for Heartbeat. After more than 30 operating as a separate Trust, it has changed status from a separate Trust to the Heartbeat Committee. The committee continues to raise funds to support cardiac equipment and programs for our cardiac patients and has committed to raising \$150,000 for the new Gandel Wing.

In June 2018, the Heartbeat Trustees handed over the management of Heartbeat’s volunteer and fundraising programs to the Heartbeat Committee under the Chairmanship of Bruce Hocking. Heartbeat’s commitment to improving the lives of cardiac patients at Cabrini continues. Heartbeat currently has 300 members who help to raise vital funds to support the purchase of cardiac equipment at Cabrini through raffles and events.

We would like to extend our sincere thanks to Peter Lynch and his fellow Trustees for 30 years of service to Heartbeat Cabrini. Their leadership has played a critical role in maintaining Heartbeat’s focus on the needs of cardiac patients at Cabrini.

The Heartbeat Committee continues to play a key role in the activities at Cabrini Malvern and their presence selling raffle tickets is a highlight for patients and staff. We thank them all most sincerely for their hard work and dedication.

TRUSTS AND FOUNDATIONS

Thank you to the Charitable Trusts and Foundations for their generous support during the year. In total, we received over \$500,000 during the year to support a range of activities. These included:

- Let’s Beat Bowel Cancer
- Development of a self-reporting chemotherapy app
- Telehealth follow-up of patients post-ED attendance
- Purchase of a maxi lifter for our brain cancer equipment bank
- Refurbishment of facilities at Cabrini Rehabilitation in Elsternwick
- Development of a Cabrini community dementia outreach program
- A grant from the Phyllis Connor Memorial Trust for a project determining the mental health of child asylum seekers and refugees

DEMENTIA PROGRAM

We are particularly grateful to the Trustees of the Grenet Foundation for their investment in the development of the dementia program and their ongoing interest and support of

the dementia team at Cabrini. Their support has enabled the implementation of modifications to the design of rooms and the delivery of programs to ensure they are suitable for Cabrini patients who have dementia.

GRANTS AND SCHOLARSHIPS

We are constantly challenged to develop better, more integrated health systems, health management and service delivery. The Cabrini Institute, the research and education division of Cabrini Health, plays a vital role in building and continually educating our workforce to enable this vision to become reality.

Cabrini receives no government funding for research and education. Therefore, scholarships are important to the ongoing development of our staff. They provide us with a great range of opportunities for learning and development including workshops, visits to centres of excellence, conference attendance and postgraduate study.

On behalf of all of the staff at Cabrini, we would like to thank every patient, family member and friend who has donated to the Cabrini Foundation and thank you, most sincerely, for your significant contribution to our current and future scholarship program.

Cabrini is proud of the passion and commitment of our healthcare professionals and the scholarship program provides us with the opportunity to encourage further growth and learning amongst our teams.

Scholarships also provide a wonderful opportunity to acknowledge the contribution that Cabrini staff have made to the care of our patients and their families. It's just a great way to say thank you.

EDUCATION

The Cabrini Foundation has been pivotal in the development of a world-class education precinct at 154 Wattletree Road, Malvern through the generous support of the Peck family.

Based at Cabrini's Patricia Peck Education and Research Precinct, the Cabrini Clinical School now hosts more than 240 medical students per year from Monash University across all clinical years (years 3-5). It also has a smaller number from the University of Notre Dame, with approximately 40 per year.

The students at Cabrini Clinical School provide feedback on our education each year. We are consistently ranked as one of the most popular clinical sites for medical students in Victoria. Further to this, our students are excelling in their undergraduate performance and early research activity.

Our Patricia Peck Education and Research Precinct enables high-quality education for all healthcare students. It allows the coordination of collaborative research and the output of articles in peer reviewed journals, as well as the ability to get research funding and grants for multiple researchers at Cabrini.

On a smaller scale, donors have also supported education within departments. A particular mention should be made of the support of Betty and John Laidlaw OAM for their enduring support of intensive care research. Their support has had a significant impact on the intensive care unit based at Cabrini Malvern.

CABRINI ITALIANS OF MELBOURNE

In 2018, we launched the Cabrini Italians of Melbourne under the leadership of Paul and Rose Spano. This group has come together to promote the strong heritage of the Italian community with Cabrini and to support Cabrini's fundraising for the Gandel Wing. The Committee, chaired by Paul and Rose, includes Eugene Smarrelli, Lou Sticca and John Toscano. As leaders in the Italian community, they are committed to raising \$1m for the capital campaign for the Gandel Wing. This is a great initiative and we are very grateful for their support.

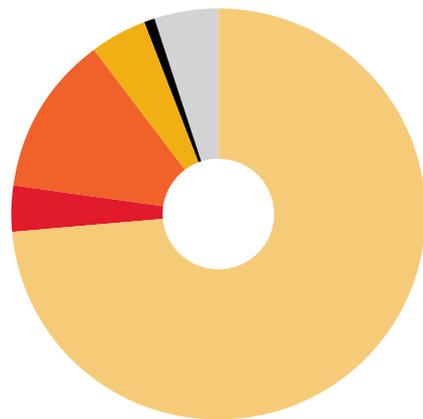
FUNDRAISING CAMPAIGNS

Our campaign for Christmas 2017 focused on the purchase of equipment for Cabrini's brain cancer equipment bank. The campaign raised \$137,136 which has been used to purchase several new pieces of equipment, including bed wedges to keep patients upright in bed, a Stair-Trac to help get wheelchairs up stairs and two Carendo chairs: mobile units that allow patients to be undressed, showered or go to the toilet without having to be lifted by a carer. For clinical nurse consultant Emma Daly, who manages the equipment bank, it means that patients can maintain their dignity and be well supported in their own homes, which is a great comfort to patients and their families, as well as those who care for them.



Major donor Patricia Peck (fourth from left) visits the Stewardson Charitable Trusts Simulation Centre (level 2) of her eponymous building in Malvern: the Patricia Peck Education and Research Precinct.

**INCOME FOR THE FINANCIAL YEAR
ENDING 30 JUNE 2018**



- Donations
- Sponsorship & Events
- Bequests
- Trusts & Foundations
- Scholarships
- Interest

At tax time, we focused on life-saving equipment used in pancreatic cancer surgery. We are thrilled that we raised sufficient funds to purchase an intraoperative ultrasound probe, which will give our doctors clearer visuals during surgery, enabling greater precision, less invasiveness, less pain and a faster recovery. This will mean that some cancers can even be treated with simple keyhole surgery instead of a major operation. The equipment is a miniaturised version of a standard ultrasound and costs \$264,000.

CAPITAL CAMPAIGN

Support for the capital campaign continued throughout the year with generous support from individuals and families.

YOUR GIFTS OF SUPPORT

With the generous support of donors, the Cabrini Foundation has been able to introduce a number of innovative new services such as the dementia project and the new rehabilitation centre at Cabrini Brighton, which provides dedicated specialised services and environments for people undergoing rehabilitation.

Donations have directly touched our patients by helping to fund specialised medical equipment, patient facilities and support programs, as well as health-related research and staff education and training. From the bottom of our hearts, thank you.

LIVING TO LAUGH ANOTHER DAY

Cancer is no laughing matter but when it comes to getting through treatment, comedian Michael Shafar says being able to see the funny side of things certainly helped him.

Diagnosed with testicular cancer at age 26, Michael approached his diagnosis with the same fervour and ferocious spirit he applies to writing jokes. “I’d been feeling sick for a while so it was almost a relief to find out what was going on,” Michael said.

From the time of diagnosis, Michael’s treatment was swift. “I was diagnosed on a Friday, the following Monday I went in for surgery and then by the Thursday I started chemotherapy, so there was a lot to process in a short period of time,” he said.

Oncologist Associate Professor Jeremy Shapiro and surgeons Mr Randall Moshinsky and Mr Uri Hanegbi treated Michael at Cabrini Malvern. He is grateful to the nurses and other staff on wards 4 south and 1 north who looked after him. At the time of diagnosis, the disease had spread to Michael’s lymph nodes and lungs, worsening his chances of survival. But after 24 weeks of treatment, he was well on his way to recovery and ready to share his experience.

Being diagnosed was eye-opening, according to Michael. “People always say that a cancer diagnosis changes you but I don’t think I’ve changed that much,” he said. “It definitely makes you realise who your close friends are, and your circle is probably a lot smaller than you think. Previously I never would have thought about death or mortality but it certainly brings it more into the forefront of your mind.”

He said he was comforted by the care he received at Cabrini. “I feel like I’ve had the best possible care, in that I trust all of my

doctors and surgeons implicitly and I feel like I’ve understood what’s been going on the whole time.” Michael has completed his treatment and received the all-clear and will continue to be monitored in the immediate future.

Michael’s interest in comedy stemmed from a young age. “I remember at school, every year there was a speech competition and I always chose to do a funny speech,” he said. “Comedy has been a huge help throughout my cancer treatment – being able to find humour in the whole experience has definitely helped me, mentally. Humour is so empowering, it stops you from becoming a victim.”

Nearly 18 months after his cancer diagnosis, Michael is using his experience in material for his new comedy show ‘Michael Shafar 50/50’, being held as part of the Melbourne International Comedy Festival in April 2019.

He says in comedy you are limited to writing about your own experiences, so he was compelled to incorporate the story of his cancer treatment into his show. “I don’t have much other material from the past 18 months,” he jokes. He derived the show’s name from his original prognosis, which was a 50/50 chance of survival.

Michael plans to donate \$2 from every ticket sold for his Melbourne International Comedy Festival show to the Cabrini Foundation.



"Humour is so empowering," says patient and cancer survivor Michael Shafar. "It stops you from becoming a victim."



CABRINI HEALTH

We want to provide compassionate care for more people in need. We are committed to transforming people's lives by identifying and responding to unmet needs, building partnerships and collaborating to deliver our breadth of services, and fostering innovative approaches. We believe in the power of hope to transform people's lives and remain faithful to the bold healing mission and legacy of Saint Frances Xavier Cabrini, and the Missionary Sisters of the Sacred Heart of Jesus. We believe that every person is worthy of the utmost respect and the best possible healthcare. We care deeply about each and every person we serve, and we promote a sense of belonging and community.

PARTNERING WITH CONSUMERS

Patient- and family-centred care is defined as care that is organised around the patient and takes into account their individual needs and preferences. To provide this kind of care, we need to work closely with our customers – patients, residents and their families – to understand and fulfil, wherever possible, all of their particular requirements. At Cabrini, we are committed to partnering with our patients, residents and their families. This commitment supports excellent medical care, and continuous improvement in our care and services, through effective partnerships and communication.

We partner with our patients, residents and their families in a range of ways, for example:

- Gathering customer feedback through formal methods such as surveys
- Developing patient information together with our consumers
- Involving patients and families in staff education activities such as training and workshops
- Providing staff with training on the principles and importance of patient- and family-centred care, patient experience and management of feedback
- Appointing consumer representatives to Cabrini committees and working groups where we share information about our performance and involve them in developing plans for service improvements

COMMUNITY ADVISORY COMMITTEE

Formerly known as Cabrini's Patient, Resident and Family Experience Advisory Committee, our Community Advisory Committee (CAC) continued to meet throughout 2017-18. The committee comprises equal numbers of Cabrini staff and consumers who partner with the organisation to improve the customer experience through determining the needs, concerns and priorities of patients, residents, families and their carers. It is chaired by Professor Leanne Boyd, the Group Director of Nursing, Clinical Education and Research.

The CAC has been actively involved in key strategic projects to improve the customer experience and healthcare journey.

It maintains a high profile with Judy Hacker (a founding member) continuing to represent its interests as an invitee on the Cabrini Board of Directors.

PATIENT AND FAMILY REGISTER

Established in 2011, our Patient and Family Register (PFR) continues to provide an important feedback loop about our plans and services. We have increased the number of members to 44 by enrolling 14 new members. The group comprises past patients, carers or family members who support us in ensuring our care, services and processes reflect consumer preferences and needs. Members were involved in a range of activities over 2017-18 including reviews of new and revised patient information, participation in Cabrini events and attendance at committees and working groups designed to improve the patient experience.

UNDERSTANDING PATIENT EXPERIENCE

Cabrini values patient, resident and family feedback, as it helps us to identify opportunities for improvements in our care and services. We collect feedback from our consumers in various ways including:

- Formal compliments, complaints and suggestions
- Post-discharge follow-up phone calls to patients who have received care at our hospitals and healthcare facilities
- Seeking feedback from patients and families through surveys
- Holding focus group discussions and workshops
- Conducting patient and family interviews



Top left: *Baby Thomas Klupacs relaxing in Cabrini Maternity.* Top right: *Bronwyn Flanagan, a nurse at Brightways: A Cabrini Breast Cancer Service.* Bottom left: *Dr Michael Ben-Meir (Director of Emergency) administers acupuncture to a patient at Cabrini's Alan, Ada and Eva Selwyn Emergency Department.* Bottom right: *Max Truscott receives care under Cabrini's hospital-in-the-home program.*

CUSTOMER AND PATIENT EXPERIENCE STRATEGY

We are currently renewing the strategy to reinvigorate our organisation to lead with our hearts and minds when partnering with customers, patients and their families. The importance of the customer and patient experience is at the centre of all that we do. The strategy aligns with Cabrini's overarching health strategy and the National Safety and Quality Healthcare Standards.

CARING THE CABRINI WAY

We believe spiritual care is a fundamental aspect of healing. At Cabrini, everyone is responsible for providing holistic care that takes into account spiritual, emotional and social dimensions of health. Our pastoral service team provides a specialist service addressing the faith and spiritual needs of our patients, residents and their families.

The extended pastoral ministry team at each of our campuses comprises representatives (chaplains and/or visitors) of the main faith traditions reflected in our patient/resident population. They provide for the sacramental and faith needs of inpatients in our facilities.

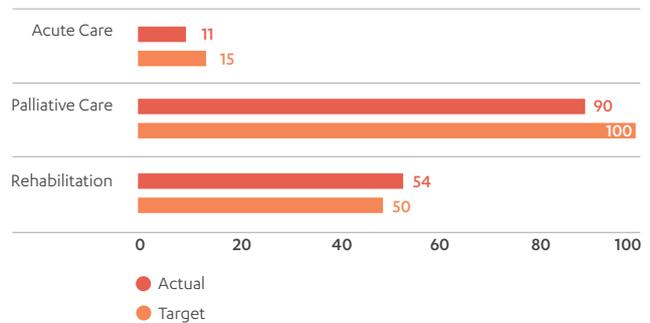
Six days a week, they provide spiritual and emotional care to all patients and relatives. Their focus changes in each of the settings:

- In acute care, the focus is urgent referrals for patients and/or relatives and non-urgent referrals for patients who do not have, or are alienated from, their faith tradition. In general, they see 10 to 15 per cent of the patients in acute care. Anecdotal feedback about the service is, on the whole, positive.
- In rehabilitation, the service is oriented to medical patients who have chronic illnesses with the purpose of engaging them in the spiritual milestones of ageing. Given the medical/surgical mix, the target is to see 50 per cent of patients and we achieve this on average.
- In palliative care, there is an expectation that every patient is assessed and has a spiritual and bereavement care plan. Over the past year, we have seen most inpatients (90 to 95 per cent).
- In residential aged-care, it is expected that every resident has a spiritual care plan. We receive positive feedback on the service from residents, staff and aged-care surveyors.

Currently we are undertaking a review of our pastoral service. Although we are still in the data gathering stage, it is evident that redistributing the administrative workload

will free up resources to expand service delivery beyond the hospital setting.

Bereavement services were expanded to all clinical sites enabling access to the same standard of service wherever people die in our health service. Previously this was only available to families of palliative patients. Referral for pastoral and bereavement support over 2017-18 was as follows:



We plan to undertake a review of our bereavement service, which has now been operating across the organisation for more than 12 months. Generally we receive positive feedback from the next-of-kin on the first phone contact, which is usually initiated within five days of the death. Feedback from those who choose to attend a memorial service (held three to six months following the death) is universally positive. Approximately 10 to 15 per cent of next-of-kin have taken up the offer of bereavement counselling. A grief assessment is made at each point of contact, and those assessed to be at risk of complex grief are referred to specialist grief resources. The purpose of the review is to determine the usefulness and effectiveness of the interventions so that the program may be modified according to need.



Top left: Volunteer Kay Nutman in the Cabrini Wig Room at Bayside located at Cabrini Brighton. She has been involved with the service since its inception in 2012. Top right: Catherine Carr manages Cabrini's pastoral services team. Bottom left: Registered nurse Sharni Veegian (left) and graduate nurse Taylah Fiddes (right) at Cabrini Malvern. Bottom right: Dr Kwong Teo is Medical Director of Cabrini Rehabilitation.

STRATEGIC PARTNERSHIPS AND COLLABORATION

It is becoming increasingly important for organisations to work together on service planning and customising care, in order to improve the experiences of people moving between various parts of a complex healthcare system. We continue to work to identify community partnerships and expand community care options for our patients who prefer home healthcare options.

Throughout 2017-18, our clinical community partnerships continued to enhance our ambulatory services with particular focus on community dementia care and primary healthcare. Our Cabrini General Practice in Caulfield South is intended to support access, service integration across Cabrini and increase the connections between our services and GPs, specialists, the Alan, Ada and Eva Selwyn Emergency Department at Cabrini Malvern and our hospitals.

SOUTH EAST MELBOURNE PRIMARY HEALTH NETWORK (SEMPHN)

This network is funded by the Commonwealth Department of Health and covers a broad geographical area from the Mornington Peninsula to Port Melbourne and Dandenong. It covers 1.2 million people and almost 1000 GPs.

In 2016-17, the SEMPHN transitioned from a service-provider model to a commissioning model. Over the past year, there was wide stakeholder consultation recognising that primary health (e.g. general practice) is typically the first and main contact with the healthcare system. Strategically, Cabrini has contributed to primary health advisory groups and future considerations on the model and funding of primary health.

The SEMPHN continues to be an important partner as we consider opportunities to better link primary health, acute care and subacute services. At our Cabrini General Practice, we have actively promoted our chronic disease services and in 2017-18, we received a grant from the SEMPHN to expand capacity in this important area. Care coordination was expanded to include diabetes and podiatry services.

We completed a successful tender to be part of the National Health Care Home Trial until the end of 2019, which is based at the Cabrini General Practice and aims to provide a flexible

and innovative team-based approach to deliver care based around the specific needs of patients. Tele-health and linkages to Cabrini Technology were considerations during this trial. It is expected these will be a focus next year, extending our capabilities and technology and leveraging our partnerships to do so.

DEMENTIA AUSTRALIA AND CABRINI

The Cabrini community cognition and dementia service was established in October 2016 with the help of the Merrin Foundation's philanthropic support, providing timely access, expert assessment and diagnosis, therapy, management and ongoing care for people who have dementia, as well as support for their carers and families. This unique, multidisciplinary service based at Cabrini Brighton is helping to fulfil an unmet need in the community brought about by an ageing population and increasing prevalence of dementia in the community. By 2050, it is predicted that more than one million people will have this disease and require ongoing specialised care and management, as well as support for families and carers. While there are many diagnostic services available for dementia, ongoing management teams are rare and none offers the full range of clinical and social elements provided by Cabrini's now well-established service.

Our person-centred care is supported by clinical practice guidelines, close collaboration with consultant geriatricians, and a full complement of allied health and nursing staff to ensure the needs of the patient and their family are met. Four in ten consultations have taken place in the community rather than hospital thereby improving access. The end-to-end service supports patients and their families from pre-diagnosis to the end of life – working closely with patient's GP, medical specialists and providers of services/care.



From left: Chief of Allied Health and Ambulatory Services Kirby Young, then-Mayor of Bayside Cr Laurence Evans and Dementia Australia Executive Director/Victorian Regional Director Leanne Emerson.



From left: Sally Howe (Director, Business and Service Development) and Heather Catherwood, then-General Manager Community Services at VMCH.

In 2017-18, our work in community dementia care continues with the support from the Merrin Foundation. In May 2018, a newly established, formal partnership with Dementia Australia, funded by the Grenet Foundation, began in order to deliver a joint project to improve the in-hospital rehabilitation experience for people who have dementia. This important new partnership recognises the difficulties people living with a cognitive impairment face while in hospital. We are making changes to the physical environment of the inpatient ward to make it more dementia friendly. Staff will receive training to assist in improving patient care. This initiative seeks to apply best-practice wisdom and learnings around dementia care, the environment, staff expertise and clinical approaches.

The aim of this partnership is for Cabrini Brighton to be a national best practice site for dementia care in rehabilitation, so that we can improve outcomes and experiences for patients and families.

SOUTHERN MELBOURNE PRIMARY CARE PARTNERSHIP (SMPCP)

The SMPCP provides ongoing opportunities to implement Victorian Government health and social policy. Its activities are all underpinned by partnerships/relationships to assist with integrated approaches to providing services in the community setting, as well as building capacity through collaboration

and service integration. One of 30 primary care partnerships in Victoria, the Southern Melbourne PCP services five local government areas (LGA) of Bayside, Glen Eira, Kingston, Port Phillip and Stonington. Cabrini remains the only private health service on the PCP and is included as one of two health services represented at the executive level.

The Victorian Department of Health and Human Services provides the funding to Southern Melbourne PCP for services in the areas of partnership development, service coordination, integrated health promotion and integrated chronic-disease management, prevention planning and intervention. There has been representation and input from the Cabrini ambulatory team to the service coordination working group – specifically, the chronic disease community program and the diabetes project linking GPs to community health services.

The SMPCP has continued to engage with our community team and more recently, the Cabrini patient experience and Cabrini Outreach teams in the areas of community collaboration and engagement.

Cabrini staff provided input to the catchment planning process across the five LGAs in the lead-up to the PCP strategic directions plan for 2017-21. Cabrini contributes to governance by chairing the SMPCP executive and chairing the strategy and performance sub-committee.

DEVELOPMENTS IN ACUTE CARE

Cabrini's largest hospitals – located in Brighton (opened under the Cabrini banner in 2002) and Malvern (established in 1948) – are acute hospitals that provide a wide range of patient services from emergency through to diagnostic, medical, surgical and rehabilitation care. We provide specialist services including cardiac, diagnostic, hospital-in-the-home, intensive care, maternity, oncology, paediatric care, respiratory and sleep services.

CABRINI BRIGHTON

Cabrini Brighton has a total of 138 beds of which 88 are inpatient beds. The medical, nursing and allied health staff at this hospital provide care for inpatients who have surgical, medical oncology and rehabilitation needs. The hospital encompasses a popular day oncology unit, five surgical theatres, purpose-built 15-bed rehabilitation unit, onsite diagnostic services (medical imaging and pathology), specialist sleep clinic and the base for Brightways: A Cabrini Breast Cancer Service, which provides multidisciplinary care for patients who have breast cancer.

In April 2018, an area on the ground floor was converted into 15 rehabilitation beds, a modern occupational therapy area and a physiotherapy space. These works were funded by a generous bequest. This new service means that patients who need rehabilitation can stay in the locale of Brighton and in their neighbourhood as they recover from their acute ailment.

Other improvements at this hospital in 2017-18 include:

- An upgrade in the sleep clinic study equipment to enable a more comprehensive method of reporting
- Introduction of a breast cancer patient survivor group morning tea funded by donations raised at the annual Brightways luncheon
- Partnership with Dementia Australia to establish a cognitive rehabilitations model for patients experiencing dementia (an Australian first).
- Introduction of a palliative care physician-led liaison service, enabling patients to be assessed by a palliative care doctor daily as required and early intervention for home palliative care support when appropriate

The following improvements were made to the hospital's infrastructure:

- Improvements to reliability of the hospital's airconditioning system
- Upgrades to the roofing structure to ensure patient and public safety
- Modifications to medical breathing air compressors to reduce operational and service costs, and increase their lifespan

CABRINI MALVERN

The face of Cabrini Malvern is changing, as the Gandel Wing takes shape, and there were many improvements made to facilities and services at the hospital over the year.

The new Gandel Wing is a major investment that will benefit the community through lifesaving cardiac, acute geriatric, medical imaging, oncology and radiotherapy services. Principal donors John Gandel AC and Pauline Gandel AC are recognised for their generosity in naming of the building.

Due for completion in 2019, the Gandel Wing comprises seven above-ground floors on Cabrini's south-west corner on Wattleree Road, as well as more underground carparking. Located on Cabrini Malvern's current footprint on Wattleree Road at the corner of Isabella Street, the new building provides:

- A new radiotherapy centre and a contemporary day oncology unit with an emphasis on the patient experience
- Expanded maternity facilities including more beds and an upgraded special care nursery for unwell babies



Mother Erin Harding with baby Lucas and midwife Lydia Burnage at Cabrini Maternity.



Consultant intensivist Dr David Brewster (left) and staff in Cabrini's intensive care unit.

- An improved cardiac services unit to urgently treat issues of cardiac rhythm and cardiac failure
- An acute geriatric medical unit to meet the needs of elderly, frail, or cognitively impaired patients
- An expanded emergency department, which will enable us to treat our increasingly complex patient presentations
- A greater proportion of single patient rooms across all new levels
- Improvements to local amenity such as undergrounding of adjacent powerlines

Emergency waiting times published

Cabrini's emergency department opened in 2002 and was named the Alan, Ada and Eva Selwyn Emergency Department (ED) in August 2017 in recognition of the family's generous support. Our ED is a popular service and it has become highly regarded among families who tend to make Cabrini their 'hospital of choice'. Patients who attend the ED receive treatment by highly trained emergency physicians and access to medical specialists, while benefiting from the inhouse diagnostic services and operating theatres if required.

In an effort to improve access, we now publish expected ED waiting times, and the number of patients yet to be seen by a doctor, on the Cabrini website www.cabrini.com.au. This information gives both patients and referring doctors an indication of how long a person will need to wait which, in 2017, was 37 minutes on average.

The ED will be expanded as part of the new Gandel Wing due for completion in mid-2019. It will include more cubicles, a short-stay area and dedicated x-ray, ultrasound and CT service to improve the speed and comfort of these tests. Having these services located within Cabrini's ED means immediate access for patients for the majority of imaging tests.

Improvements to Cabrini's paediatric ward

Cabrini's new, high-tech paediatric ward, opened in December 2016, has undergone further improvements to cater for young people who have autism. These initiatives include:

- Daily quiet time, with dimmed lighting, limited corridor traffic, and quiet activities
- Bedside communication whiteboards
- A pre-admission clinic for all children with autism spectrum disorder

- ensuring the patient’s record is clearly marked, so that their particular needs can be identified
- review and update of communication materials

New sensory toolboxes have been developed with the support of TLC for Kids. Research recommends that healthcare professionals use distraction and communication to guide children through certain procedures. The sensory toolboxes contain a variety of sensory items (including toys and books) that cater to a range of common sensory needs.

These initiatives will be introduced to all areas of Cabrini that are contact points for children, including the Alan, Ada and Eva Selwyn Emergency Department at Cabrini Malvern, Cabrini Medical Imaging and surgical theatres. Staff will undergo training and education about all aspects of care and communication.

New vascular precinct

A new vascular precinct was opened at Cabrini Malvern in suites 36 and 37 in September 2017. This is part of Cabrini’s approach to gathering specialities together into precincts to promote collegiality, collaboration and cross-fertilisation of ideas. Well-respected surgeons Roger Bell, Michael Bruce, Matthew Claydon, Peter Chu, Geoff Cox, Raoul Mayer, Charles Milne and Peter Milne share the consulting rooms and well-equipped advanced treatment facilities.



Samuel McKenzie (aged 11) in Cabrini’s paediatric ward.

Radiation oncology services

GenesisCare Victoria opened its new radiation oncology treatment centre at Cabrini Malvern in October 2017. The new service provides both inpatients and outpatients with access to fully integrated, comprehensive cancer care onsite at the hospital. It has increased convenience and comfort for patients, who no longer need to leave Cabrini to receive radiation therapy, and can have all of their cancer treatment in the one, familiar place.

The new temporary facility was built within five months – twice as quickly as the usual 12 months – and the service will be a permanent feature of Cabrini Malvern’s new Gandel Wing currently under construction on Wattletree Road at the corner of Isabella Street.

GenesisCare radiation oncologists include Dr David Blakey, Dr Mario Guerrieri, Dr Ian Porter and Dr Karen Taylor. The new service enables patients to begin their treatment rapidly, gain access to world-class innovative techniques and receive care from highly experienced and respected doctors. Treatment plans are personalised for every patient to provide the best possible outcome.

Improvements to carparking

Entry and egress to the patient and visitor carpark at Cabrini Malvern were improved with a new entrance featuring two



Clinical Nurse Specialist Natalie Williams and Millicent Allen (aged seven) in Cabrini’s paediatric ward.



Concrete pouring underway in construction of the Gandel Wing at Cabrini Malvern.

lanes inbound in the morning and two lanes outbound in the afternoon. Patients and visitors access the carpark from the signalised intersection at the corner of Wattletree Road and Coonil Crescent, as normal. The entrance to the staff carpark, formerly located on Isabella Street, was permanently closed, with all access to Cabrini Malvern's underground carparks now occurring via the Coonil Crescent entry point.

Improvements to food services

In July 2018, we introduced new food ambassadors at Cabrini Malvern. The initiative involves dedicated food services staff (ambassadors) based on the wards who are responsible for patient meal selection, food and beverage delivery and *ad hoc* patient food service requests. Four more ward pantries will be upgraded to enable the model to be rolled out in these wards before the end of 2018.

This patient-focused role has streamlined processes providing an efficient, timely, personalised service and a better patient experience. This has also provided ward-based food service staff with a sense of belonging as part of the patient care team, and a chance to increase their skills and career opportunities.

Patient and staff feedback has been positive and we plan to implement this new approach across our Brighton and Malvern hospitals in 2018-19.

Other improvements to facilities and infrastructure at Cabrini Malvern:

- Gandel Wing interface works to ensure patient safety
- Establishment of a new patient admission/discharge lounge on the ground floor to allow patients to wait in comfort and privacy
- Installation of new, electronic foyer displays that tell the Cabrini story in a visual way
- Upgrades to our central sterile supply department to comply with AS4187 sterilisation requirements
- Relocation of the Boardroom from the hospital to the Patricia Peck Education and Research Precinct at 154 Wattletree Road, Malvern
- Development of two new operating theatres on the first floor of the hospital in place of the Boardroom and auditorium
- Upgrades to theatre block air compressors to extend their lifespan
- Upgrades to the emergency-generator diesel supply system
- Upgrades to electrical infrastructure to improve reliability and cater for future expansion
- Upgrades to the building management system to improve utilities monitoring and control
- Modifications to ward pantries to allow for a new patient food service model
- Ongoing upgrades to our security system
- Installation of additional 50kw solar panels to the roof of medical centre 3 (now totalling 100kW)
- Installation of a second waste dehydrator to increase recycling and reduce waste to landfill
- Replacement of mains water filtration system at its end of economic life

We maintained our AS14001 Environmental Accreditation and AS9001 Accreditation standards.

DEVELOPMENTS IN ALLIED HEALTH AND AMBULATORY CARE

We continue to provide allied health and ambulatory care throughout Cabrini, and in the community. Demand for each of these services continues to grow, as we strive to meet the changing needs of our customers. The *Cabrini Renew* health strategy to 2020 reinforces the need and value of these services, with focus on meeting unmet demand, developing new and innovative services, and building partnerships across our organisation and beyond.

Our allied health professionals comprise dietetics, exercise physiology, health psychology, music therapy, neuropsychology, occupational therapy, physiotherapy, podiatry, social work and speech pathology. Throughout 2017-18, our inpatient allied health service continued to meet demand at our acute hospitals (Brighton, Malvern and Prahran), Cabrini Rehabilitation, Cabrini Residential Aged Care and our hospital-in-the-home unit with a total of 27,898 referrals and 112,074 consultations with patients.

In 2017, our allied health and ambulatory services were reviewed with the goal of identifying opportunities for improvement. The review highlighted the great work performed by Cabrini's allied health team and identified the following themes: review the leadership structure and organisational relationships; ensure baseline staffing levels and mix are suitable; prioritise patient-facing activities; improve referral processes for acute services to allied health; and continue developing multidisciplinary and collaborative models of care to enhance care planning. As a result of the review, a range of initiatives have been undertaken, including a restructure of allied health services.

Our ambulatory services encompass a wide variety of services, many of them provided outside of the physical hospital walls. This is a rapidly evolving and changing area in healthcare, as benefits are being demonstrated by the ability to deliver more healthcare in the community. Our programs incorporate

outpatient and home-based rehabilitation, chronic-disease management, private allied health clinics, and the community cognition and dementia service. These services employ nursing and allied health professionals to provide clinical care to patients in outpatient clinics such as the Cabrini Allied Health Centre, and community-based settings including patients' homes or residential care facilities.

In 2017-18, 3926 referrals were made to these services, which resulted in 38,553 patient contacts, representing a 16 per cent increase on 2016-17. The growth responded to increased demand not only from referrers, but from patients requesting home-based or outpatient-based care where possible.

Demand for exercise physiology grew significantly over the year, particularly in the chronic disease and cancer streams of care. The latest evidence supports the inclusion of exercise as a key component of treatment in cancer care, and as such, new groups began at our hospitals in Elsternwick and Malvern.

Conservative management for osteo-arthritis (OA) was a priority, with the commencement and rapid growth of our GLA:D (Good Life with Arthritis) program at Cabrini Malvern. GLA:D is an evidence-based exercise and education program run by specifically trained physiotherapists, which has been shown to have a significant impact on pain and function for people with hip and knee OA, and often negates or delays the need for surgery.

REHABILITATION TO THE RESCUE

Rehabilitation Access Coordinator Team Leader Jane Hanson (right) and Rehabilitation Access Coordinator Jan Wilson (left) are changing the way patients view rehabilitation, one person at a time.



Jane and Jan started at Cabrini in April 2018, and spend each day assessing the many referrals for patient rehabilitation admission at Cabrini. “Both Jan and I have been very warmly welcomed and accepted by the Cabrini staff since we started and are ably supported by our casual assessment team members,” Jane said.

Jan says assessments take anywhere from 20 minutes to an hour depending on each case’s complexity. It involves speaking with patients, gathering history, finding out whether they have any support at home, and determining their level of function.

The pair then assess whether the hospital’s rehabilitation program is the right fit for that patient. “We will determine the most appropriate campus (Cabrini Brighton or Glehantly Road/ Hopetoun Street in Elsternwick) depending on their diagnosis,” Jan said. “We see patients who have a range of diagnoses, including needs following cardiac surgery, stroke, a fall, other surgeries, a motor vehicle accident, or hip or knee surgery. Some people are not able to return home straight away, so we help to improve their function to make sure they are safe once they go home.”

Rehabilitation Access Coordinators often liaise with family, as well as the patient’s clinical team to determine whether rehabilitation will provide the best outcome for that person. Jan says a key role is explaining to patients what rehabilitation is all about.

“We are often the first people who come in and pull all the threads together and patients are often very grateful for knowing which path they are going down,” Jane added.

Both Jane and Jan agree the most rewarding part of the job is the patients. Jane, who has more than 30 years’ experience in both private and public health care sectors, said she had always been fond of a chat, and her role allows her to incorporate her passion for people.

“The most rewarding part is meeting the patients and their families, assisting them in gaining confidence and an understanding of how rehabilitation can help them,” Jane said. “Also, coming across an unfamiliar condition or diagnosis, learning about the medical management and working out if rehabilitation can assist that patient is interesting and fulfilling.” Jan says helping patients to return home is one of her favourite parts of the job. “To facilitate someone to return home or to their best level of function is just great,” she said.

Currently the team is also in the process of working with Cabrini IT towards developing an online assessment.

Jane and Jan say that Cabrini Rehabilitation provides an extensive range of programs that are patient-focused and overall, aim to optimise function, mobility and emotional wellbeing, and are tailored to patient’s needs.

Helping patients to return home is a favourite part of the job: to facilitate someone to go back to their own home or to their best level of function is just great

DEVELOPMENTS IN PALLIATIVE AND SUPPORTIVE CARE

Cabrini Palliative Care, established in 1999 in Prahran, is a unique service in Victoria comprising a private inpatient hospital, homecare program and consultation service. We are able to respond to a range of patient and family needs in a timely manner and provide palliative care in a truly integrated manner across our various campuses and services. Our responsiveness (access in timely manner) and the provision of expert care is consistently reflected in our ability to consistently benchmark against nationally set quality standards via the Palliative Care Outcomes Collaboration.

We continue to strive for best practice care for those living with a serious illness, in keeping with Cabrini's mission and values. During 2017-18, 80 per cent of patients referred to our palliative and supportive care service were cancer patients, the remaining 20 per cent had a chronic, non-cancer diagnosis (for example, heart failure), dementia or other age-related frailty. Through the growth of our consultation services at our Brighton and Malvern hospitals, and our supportive care ambulatory clinics, we continue to work towards early integration palliative care. This form of care is considered best practice to improve patient and family outcomes.

In 2017-18, we received 700 inpatient admissions at Cabrini Palliative Care, Prahran. Since 2014, the number of patient discharges into the community has exceeded the number of deaths requiring an equal emphasis on discharge planning, palliative rehabilitation and early psychosocial support. This increase in acuity of patient care requires a highly skilled workforce adept in a range of specialist areas. Our multidisciplinary care has been expanded to include music and art therapy, and greater access to allied health and psychology services.

Over the year, we provided 2122 assessments and reviews at our hospitals in Brighton, Elsternwick and Malvern, with an additional 491 patient contacts taking place at our supportive care clinic. Our community service assessed/reviewed a total of 596 patients, culminating in a total of 7466 visits. Almost one-third of visits are to residents in residential aged-care facilities and 50 per cent of patients were supported to die in the community.

Early integration of palliative care and improved treatment options have resulted in an increased number of stable



Psychosocial, spiritual and emotional care are important dimensions of care in palliative and supportive care.

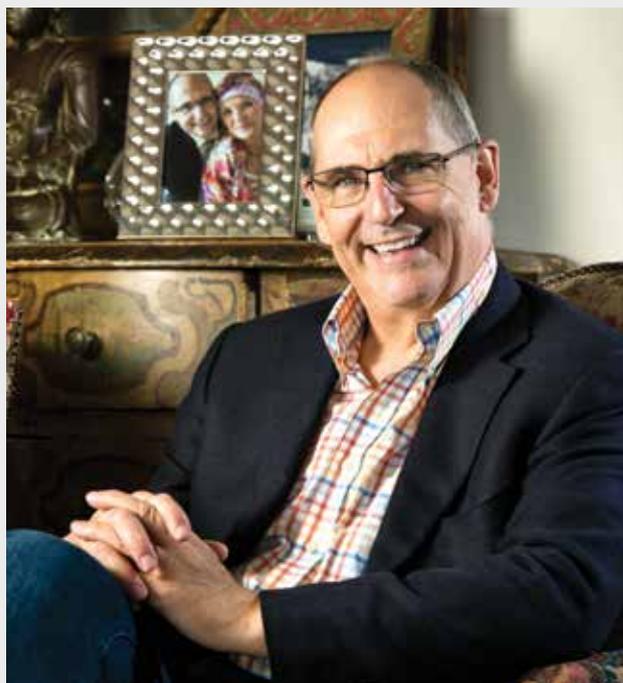
patients being discharged from the community service (with a plan for re-engagement on deterioration) and many patients having multiple admissions to the inpatient unit, as we respond to need. Patient and family needs increasingly encompass active implementation of advance care planning, responsiveness to the person's wishes including the withdrawal of life-sustaining treatment, and mediation and conflict resolution.

We continue to pride ourselves in the provision of education and training to advance trainees in palliative care, nursing and allied health students.

In 2018-19, the oncology ward at Cabrini Malvern will be reconfigured in the new Gandel Wing to develop a fit-for-purpose acute oncology/palliative care unit at the hospital with 17 single-bed rooms.

GIFT FOR THE FUTURE

Cabrini Foundation donor Francis Galbally married Carolyn in 1976 and lost her in 2014 – after 38 years of marriage.



Carolyn lived for 26 years with breast cancer. When treatments could no longer prolong her life, she slipped away in the care of Cabrini and embraced by the deep love of her family.

Her long battle was punctuated by periods of remission and she was fortunate to remain ahead of the pharmaceutical curve. Along with their daughters, Anusha and Shamila, Mr Galbally stood by his wife's side throughout, and watched the doctors, nurses and others at Cabrini as they tended to her increasing needs.

"I was just unbelievably impressed over the five years she was receiving treatment there," he says. His admiration for her oncologist Dr Michelle White was immense. "Michelle was just fabulous in one of the worst jobs you could have," he says. "You are dealing with people who are eventually going to die of the disease. You are taking them and their family on a journey that you know is not going to end well. And she was just fantastic."

Not only does he feel indebted to Dr White, but he describes the oncology nurses at Cabrini Brighton as heaven sent. "The nurses in oncology were unbelievable. During the last few days of Carolyn's life, they were like angels."

Of his whole Cabrini experience he says, "There was a consistency in every way you were touched by the hospital

– everybody we dealt with was extraordinary and that's right from the early stage of treatment and setting up appointments."

Two days before her death, Mrs Galbally was able to watch her daughter Anusha marry at Cabrini Brighton surrounded by family, friends, flowers and love. For Mr Galbally, Cabrini was a saving grace during one of the most difficult experiences a person can go through.

It was the outstanding treatment, care and compassion his family received at Cabrini that inspired him to leave a gift to Cabrini in his will, known as a bequest. "I never thought of it as making a difference at all. I just thought of it as giving back to the institution that was absolutely fabulous," he said. "Cabrini Malvern is a busy hospital, yet amongst that busyness you are still able to be there and do whatever needs to be done, get the treatment and everything, and not feel that you are being pushed from pillar to post. And then Cabrini Brighton of course is wonderful because it is a much smaller place."

Mr Galbally, a successful chairman of numerous organisations including Senetas, and a former partner in the leading law firm Galbally & O'Brien, would like his future gift used to advance cancer treatment and update equipment. "What they did for Carolyn – that's what matters most to me. The service was so good I wanted (my gift) to be in Carolyn's memory as I think she was very appreciative as well."

"What they did for Carolyn – that's what matters most to me. The service was so good I wanted (my gift) to be in Carolyn's memory as I think she was very appreciative as well."

DEVELOPMENTS IN REHABILITATION CARE

Rehabilitation services are now provided from three Cabrini hospitals: Cabrini Brighton and our two rehabilitation hospitals in Elsternwick.

A major development was the introduction of specialist rehabilitation services at Cabrini Brighton. This is in response to increased demand from patients in the bayside area. We now provide 15 inpatient beds at Cabrini Brighton. A purpose-designed gymnasium and occupational therapy kitchen have been installed, which provides a 'one stop shop' for patients who need acute hospital care and may also benefit from a period of inpatient rehabilitation. This means patients of Cabrini Brighton can remain in the one location for the whole of their hospital stay.

We submit six-monthly inpatient data to the Australasian Rehabilitation Outcomes Centre (AROC) at the University of Wollongong, which is sponsored by the Australasian Faculty of Rehabilitation Medicine. It analyses our patient outcome data and benchmarks our performance against like services across Australasia. Cabrini Rehabilitation's Glenhuntly Road and Hopetoun Street campuses continue to demonstrate exemplary results against the national average.

GLENHUNTLY ROAD CAMPUS

- The average age of patients is 85 years, ten years older than the national average
- Most patients (83.4 per cent) returned to their same home prior to coming to hospital
- Half of our patients were admitted for reconditioning
- Patients in the following programs have achieved functional improvement compared to the national average: neurological, orthopaedic replacements and soft tissue injuries, and pain i.e. our patients have better outcomes than those having rehabilitation at the other facilities included in the benchmark study
- Our patients remain in hospital for slightly less time than the national average of 17 days



From left: patient Margaret Burrows and physiotherapist Conor O'Flaherty in the rehabilitation facility at Cabrini Brighton.



From left: patient Mrs Berry Railton-Hopwood with Senior Neuro-physiotherapist Naomi Hopwood in the hydrotherapy pool at Cabrini Rehabilitation (Glenhuntly Road campus).



From left: Bronwyn Flanagan (Brightways breast care nurse), Emily Bell (physiotherapist), Sian Pullen (perioperative nurse) and Mel Blackman (registered nurse).



Physiotherapy treatment underway as part of Cabrini's Parkinson's rehabilitation program.

HOPETOUN STREET CAMPUS

- Almost all of our patients (97.3 per cent) returned to their same home
- The average age of patients is 77 years, three years older than the national average
- Our patients have a mortality rate of zero, compared to the national average of 0.3 per cent
- Patients in our pain program achieve a higher functional gain than the national average
- Our patients spend less time in hospital than the national average i.e. ten days compared to 17 days

During the Christmas season 2017, Cabrini Rehabilitation (Glenhuntly Road campus) was closed for refurbishments including installation of new safety rails in the gymnasium, plaster and paintwork throughout the hospital, reconfiguration of beds to enable creation of more single and twin patient rooms and other general maintenance.

PHYSICAL IMPROVEMENTS

At our Glenhuntly Road campus, we made the following physical improvements:

- Upgraded entry ramp to gymnasium for safer patient movement
- Replaced kitchen flooring for staff safety
- Replaced sliding doors to patient bathrooms
- Alterations to exits for better amenity and storage
- Upgraded fire detection panel

At our Hopetoun Street campus, we made the following physical improvements:

- Upgraded airconditioning system for improved patient, visitor and staff comfort
- Increased medical oxygen storage system capacity

DEVELOPMENTS IN RESIDENTIAL AGED CARE

Cabrini Residential Aged Care, established in 2001, is home to 90 permanent residents. It continues to see high demand for service, despite an increasingly competitive market and people choosing to stay in their own homes for longer. This means that residents are entering our home later in life, do not live there as long, and often come to us after an acute hospital stay. Therefore, our residents' healthcare needs are more complex, reinforcing the importance of an appropriately qualified and skilled workforce. With negotiations having commencing in 2017, the *Cabrini Residential Aged Care Enterprise Agreement* was approved by the Fair Work Commission on 1 June 2018.

During an unannounced visit by the Australian Government Aged Care Quality Agency in August 2017, it was found that Cabrini Residential Aged Care complied 100 per cent with requirements including management systems, staffing, organisational development, health and personal care, and continuous improvement.

A new art-based mindfulness program was introduced for our residents. It blends the process of creating art with mindfulness and meditation. This has had positive outcomes for participating residents including improved concentration, confidence, self-awareness, regulation of emotions, and management of anxiety, depression and pain.

Music in residential aged care can provide a range of benefits including emotional and spiritual wellbeing, prevention of social isolation, reduction in anxiety and low mood and an opportunity for creative self-expression or communication. The results of our music program have been positive, and it has attracted positive feedback from residents and families.

The need for dementia-specific care and services continues to be high, with places in our special needs unit in demand. Our seven-day-a-week dementia and cognition program supports the physical, emotional, spiritual and social needs of our residents, their families and our staff. Data supports an improved resident experience and reduced harm to both residents and staff. The program has highlighted the need for holistic and innovative approaches to models of care.

Our strength, mobility and balance program is coordinated by our lifestyle team and supported by physiotherapists. Up to 30 residents attend each session, which is offered five days a week. The program supports the maintenance of strength, posture, balance and mobility. We have seen benefits in residents' concentration, coordination, listening and visual skills, and social interactions with others.

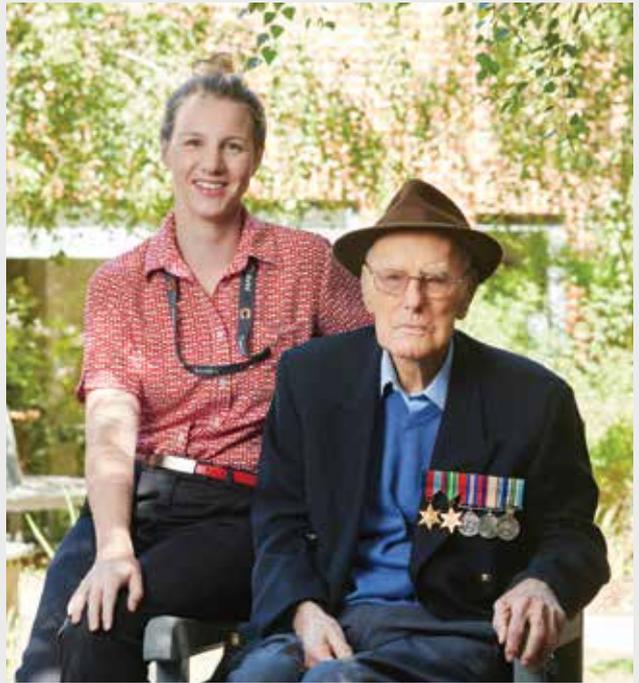
The new position of Resident Experience Coordinator was introduced in April 2018. The role is primarily responsible for liaising with and supporting residents and their families as they transition to residential aged-care with us, the coordination of wellbeing services such as hair and beauty therapy, companion service and the buddy program for new families; coordination of functions; and monitoring our home's physical environment.

In response to an identified need and to ensure our residents are able to maintain contact with their external community, a companion service for residents has been introduced. The service is available to all residents who require assistance to attend various activities and appointments outside of the facility.

Physical improvements made to the Cabrini Residential Aged Care home in 2017-18 included internal balcony structural upgrades and plumbing upgrades to improve reliability of drainage.

GREAT CARE DELIVERED WITH A DOSE OF LOVE

It can be one of life's most difficult decisions. When a person can no longer live at home, where do loved ones go to feel safe, happy and loved?



The answer, it seems, is Cabrini Residential Aged Care in Ashwood. When an older person's home is no longer an option, Cabrini Ashwood has placed itself firmly as second in line. Offering 90 beds, a mix of single and shared, as well as 24-hour nursing and personal care, specialised palliative and end-of-life care, a Chapel accessible 24 hours a day, a café, beautiful gardens, pet chickens, a hairdresser, beauty therapy, massage and activities ranging from art therapy to bingo – there really is something for everyone.

Twelve years ago, registered nurse Alice Millington started with Cabrini as an enrolled nurse working on a casual basis, and after a number of opportunities to advance her career within Cabrini, she is now the Nurse Unit Manager for ward east two. Alice says that after working at Cabrini for two years, she was offered the chance to study medication endorsement; a move that took her career to the next level. Five years later, she returned to university to complete her Bachelor degree. The decision about which direction to take was difficult. "I was drawn to intensive care, but something in my heart said to stay [in aged care] and then this opportunity (a managerial role) came up."

The mother-of-three looks after 30 residents and about 20 staff and is responsible for the overall running of the unit. "The emotional connection with families is a big part of the job, as is managing the relationships with residents, staff and families."

"Our residents are happy because they feel safe and well cared-for. Also the food is great!"

– ALICE MILLINGTON, NURSE UNIT MANAGER, CABRINI RESIDENTIAL AGED CARE

Alice says there is "never a dull moment" and that she enjoys being able to make a difference in a resident's quality of life. "They're there because they can't manage at home, and to be able to provide a safe and loving environment for them and great care for them – that's the rewarding part."

She says that building connections with residents is quite common. "That's what's unique about aged care," said Alice. "In aged care, you look after residents on a day-to-day basis and have the opportunity to make a strong connection with them. That is the attraction to aged care for me, it's the contribution that you can provide because you're looking after them every day."

But, she said, because of the strong connections made, it was often hard on staff when residents die. "Cabrini Ashwood is a really great environment for staff and we've got really great teamwork, so that helps a lot," she said.

Alice says that John Kennedy, or Roch as he's known, has been a resident at Ashwood for the past year, and is an example of special connections made with residents. "Roch is a very special resident to all the E2 staff," she said.

Alice believes the residents are happy because they feel safe. "They feel safe and well cared for," she said. "Also, the food is great. Food is a big part of everyone's lives, and ours is fantastic."

CLINICAL SUPPORT SERVICES

As an integrated healthcare service, Cabrini has a wide range of clinical support services including diagnostic and therapeutic services such as Cabrini Cardio-respiratory, Cabrini Medical Imaging, Cabrini Pharmacy and Cabrini Pathology. Partnerships and collaboration are important in the way we provide our services. Some of these services are provided in collaboration with partner organisations such as MIA in the case of Cabrini Medical Imaging and Melbourne Pathology in the case of Cabrini Pathology. We continually invest in our clinical support services to ensure we keep pace with technological advances, and can support our patients, customers, doctors and staff with the best possible care and information.

CABRINI CARDIO-RESPIRATORY

In 2017-18, we changed our name from suite 14 to Cabrini Cardio-respiratory. This department is part of the suite of Cabrini Heart services: a multidisciplinary team of cardiac specialists providing a range of heart services in diagnostics, medical care, surgical services and rehabilitation.

During 2017-18, we performed 2601 episodes of inpatient care (covering echocardiograms, exercise tests and lung function) and 8030 episodes of outpatient care at our Brighton and Malvern hospitals.

Equipped with the latest technology, this service plays an important role in the fast, accurate detection and diagnosis of heart problems, which may not have shown any obvious symptoms. From the latest in ultrasound technology to a multi-function live three-dimensional trans-oesophageal echocardiogram in combination with four high-tech echocardiography systems, the service provides vital information so that cardiologists can take action before conditions become life-threatening.

We now conduct our stress echocardiogram tests in suite 17 at Cabrini Malvern, where we offer a better patient experience through improved facilities. We undertook 969 such tests in 2017-18 and worked to ensure accessibility of our services, maintaining a short waiting list (ten days or fewer).

CABRINI MEDICAL IMAGING

In 2017-18, almost 130,000 episodes of care were provided at

Cabrini Medical Imaging located at our Brighton and Malvern hospitals. Over the year, Cabrini Medical Imaging underwent significant development to update our facilities, services and equipment. We provide a comprehensive suite of imaging modalities available 24 hours, seven days a week. The service now includes a dedicated PET/CT department, which opened in May 2018. This is a major addition to our service, which has an important role in the detection, diagnosis and monitoring of different forms of cancer, and complements the onsite radiotherapy service opened at Cabrini Malvern in October 2017. The new PET/CT service incorporates a scanning room, control room, visitors' waiting area, five treatment/uptake rooms for inpatients and outpatients, doctors' reporting and consultation room, and a laboratory for the preparation of dosages.

A new Siemens Somatom Definition AS+ CT scanner was installed with a significantly reduced radiation dose compared with our current low dose CT scanners. It also has a large bore that fulfils both the needs of CT planning prior to radiation therapy and easier access for CT interventional procedures.

We replaced the last of our previous generation CTs with a new Siemens Drive CT scanner with dual source that has the capacity to double the scan speed and is especially suited for cardiac and vascular work, enabling further reduction in radiation dose.

In February 2019, we will replace our original CT unit at Cabrini Brighton with a Siemens edge, providing increased support for orthopaedic surgeons and a complement to our MRI unit.

We promoted our breast imaging services, highlighting three-dimensional mammography and tomosynthesis, including offering educational sessions to local general practitioners. In 2018-19, breast density software will be installed on mammography units.

To support our expanding imaging department, we continue to provide radiologists with expertise in a wide range of sub-specialities supported by our dedicated and highly qualified radiographers, technical and nursing staff. Our administration team and orderlies provide all the behind-the-scenes support that helps to create a positive experience for our patients and customers.

We undertook planning for the new a dedicated x-ray, ultrasound and CT service in the new Alan, Ada and Eva Selwyn Emergency Department at Cabrini Malvern to improve the speed and comfort of these imaging tests when the Gandel Wing opens in 2018-19.

Other planned improvements in 2018-19 include:

- general renovations renovation of MRI reception area
- expanding our recovery area to support cardiac CT/MRI and interventional procedures
- developing a dedicated treatment/procedural area

CABRINI PHARMACY

During 2017-18, Cabrini Pharmacy dispensed more than 180,000 prescriptions for patients at our Brighton, Malvern and Prahran hospitals. We also compounded more than 30,000 chemotherapy and sterile preparations for our oncology and hospital-in-the-home patients.

Our pharmacists continue to support medication safety for Cabrini patients by prioritising high-risk patients to ensure their medications are recorded accurately at admission, throughout their inpatient stay and upon discharge. We are working closely with the electronic-medication support team and our supplier DXC to develop a patient-friendly discharge medication chart, which can be provided to the patient and communicated securely to their GP. Our pharmacists work closely with Cabrini's antimicrobial support team to promote antimicrobial stewardship across Cabrini Health.

Our accreditation survey in June 2018 highlighted systems to minimise risk:

- 1) Omnicell automated dispensing cabinets minimise risk associated with secure storage and the safe distribution of medicines
- 2) CHARM is an oncology management system utilising evidence-based protocols to ensure that chemotherapy is prescribed, dispensed and administered safely

CABRINI PATHOLOGY

Over 2017-18, we implemented rapid molecular testing for influenza A+B and respiratory syncytial virus (RSV). This enables swift testing for patients presenting with flu-like symptoms and was introduced in collaboration with the Alan, Ada and Eva Selwyn Emergency Department and winter strategy team in response to the significant impact that influenza cases had on the health system during winter 2017. Average reporting times for these illnesses have decreased from 24 hours to just one hour, helping to reduce the number of isolation room hours for patients awaiting results.

In 2017-18, we brought assays for testing of Methotrexate, Ammonia, Osmolality and Beta-2-Microglobulin inhouse. Quick access to these test results is important in a range of clinical situations, and performing these tests within our department has reduced the time between sampling and reporting of results, helping Cabrini's clinical teams deliver a better service to our patients.

We satisfactorily completed NATA accreditation in September 2017, meeting and/or exceeding key clinical indicators.

Ensuring that Cabrini Pathology is operated by skilled and highly qualified staff is a key quality marker. In 2017-18, several staff completed further study and credentialing in their areas of speciality.

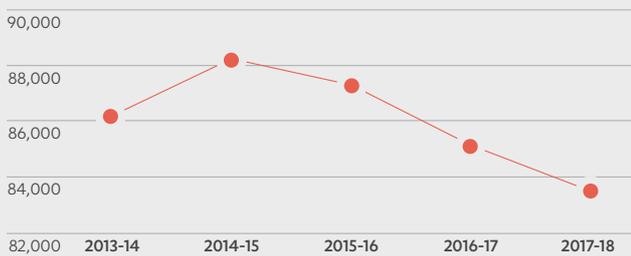
While pathology work for our inpatients was lower than last year, the volume of our outpatient work increased on last year. We continued to support Modilon Hospital in Papua New Guinea by providing an outreach pathology service: 123 cases were reported, representing 1845 hours of pathologist reporting time, contributing \$14,787 worth of testing.

OPERATIONAL PERFORMANCE

Following is a five-year snapshot of our operational performance across a number of key clinical areas in our health business.

EPISODES OF INPATIENT CARE

During 2017-18, we provided 83,510 episodes of inpatient care at Cabrini, a decrease of 1644 on last year.



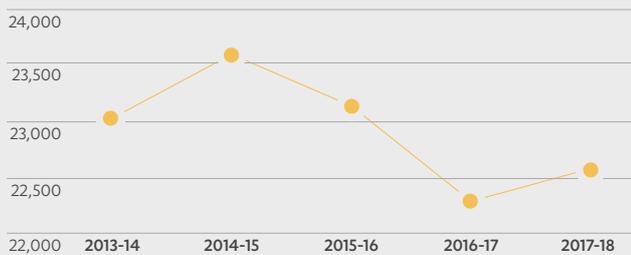
NUMBER OF BABIES DELIVERED

During 2017-18, we helped to deliver 1834 babies at Cabrini Maternity, which was 178 fewer than last year.



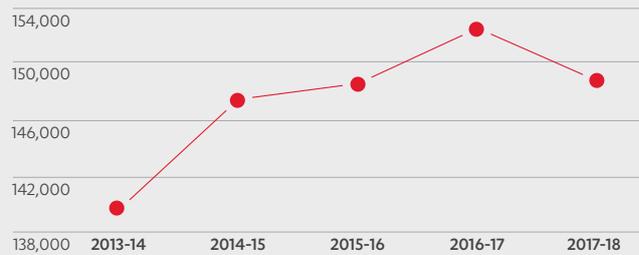
INCREASE IN REHABILITATION PATIENT BEDDAYS

In 2017-18, we provided 22,577 inpatient beddays at our two Cabrini Rehabilitation hospitals; this was 290 more than last year.



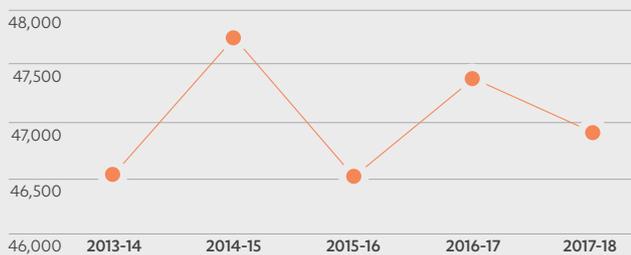
NUMBER OF MEDICAL IMAGING PROCEDURES

In 2017-18 there were 148,731 medical imaging procedures were performed at Cabrini; this was 3735 fewer than last year.



NUMBER OF SURGICAL OPERATIONS PERFORMED

In 2017-18, we provided 46,906 people with surgical operations at our hospitals in Brighton and Malvern; this was 478 fewer than last year.



INCREASE IN EMERGENCY ATTENDANCES

During 2017-18, we received 22,904 presentations at the Alan, Ada and Eva Selwyn Emergency Department located at Cabrini Malvern, 100 more than last year.



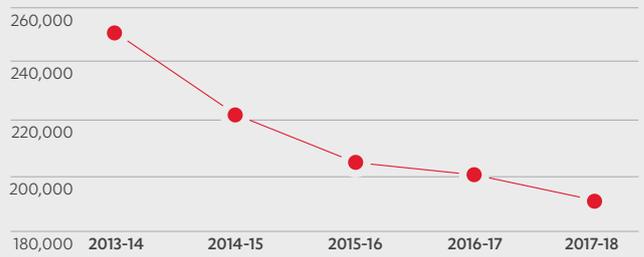
NUMBER OF DAY CASES

In 2017-18, we treated 46,701 day-case patients; this was 1080 fewer than last year.



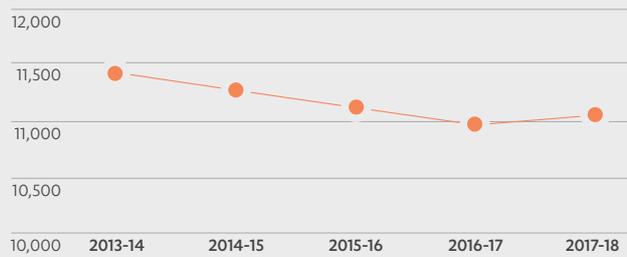
NUMBER OF PATHOLOGY EPISODES

In 2017-18, a total of 191,038 episodes of pathology care were provided at Cabrini; this was 9017 fewer than last year.



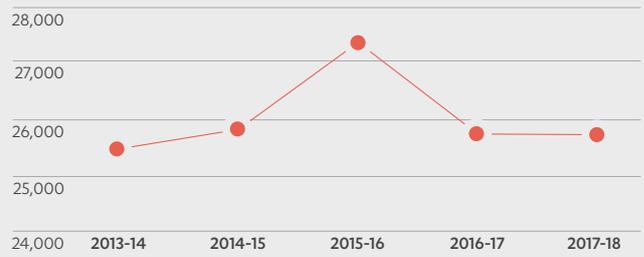
INCREASE IN EMERGENCY ADMISSIONS

During 2017-18, the number of patients admitted from our emergency department for hospital care was 11,044; this was 86 more than last year.



NUMBER OF DAY ONCOLOGY PATIENT TREATMENTS

In 2017-18, we made 25,729 day oncology treatments; steady on last year.





CABRINI OUTREACH

In March 2018, we launched the new Cabrini Outreach brand and strategy. Cabrini Outreach connects us with the Cabrini Sisters' global missionary vision.

CONNECTING WITH OUR GLOBAL MISSIONARY VISION

The idea behind Cabrini Outreach was seeded in Cabrini's overall strategy 2016-20, which was endorsed by Cabrini's Board of Directors in 2015. This overarching strategy sets the course for all services operating under the Cabrini banner in Australia. Together, we seek to:

- Transform people's lives by identifying and responding to unmet needs
 - Build partnerships and collaborations to maximise our reach
 - Foster innovative approaches that will underpin future sustainability



When we reviewed the alignment of Cabrini's charitable services with this new vision, we found most partnerships we have developed over the past 25 years have been philanthropic in nature. We came to see this approach as outsourcing our mission. Our new Cabrini Outreach strategy moves us towards the front-line of service delivery.

Building on our two years' experience delivering health services to asylum seekers, Cabrini Outreach connects us with the Cabrini Sisters' global missionary vision. It will enable us to:

- Expand our social service footprint in Australia in response to the increasingly harsh response to asylum seekers
- Contribute to closing the gap in Aboriginal health outcomes
- Address the social determinants of health, particularly in marginalised areas of Melbourne
- Better position us to help build capacity in our region and in our sister Cabrini healthcare services around the world

BACKGROUND

By 1990, the Cabrini Sisters (who established our original hospital in Melbourne in 1948) largely entrusted the day-to-day management of the hospital to lay leaders. With a keen sense of their missionary identity, the Cabrini Sisters urged the Cabrini Board to look beyond the private patients the hospital was serving to embrace those on the margins of society. The Board responded by setting aside funds to support partnerships with organisations that had expertise in the delivery of social services.

The first outcome was the establishment of Cabrini Centacare in Malvern, in partnership with the Catholic Family Welfare Bureau (now CatholicCare). Partnerships with Open Family Australia and the Cabrini Sisters' health service in Swaziland quickly followed. Success of these partnerships saw the program grow steadily over the first three years. Partnerships with Very Special Kids commenced in 1995, Sacred Heart Mission in 1996 and Lighthouse Foundation in 1997. In 1997, we also began to leverage our healthcare expertise in our first medical evacuation case and commenced an employment integration program to provide supported employment



Sr Diane Olmsted MSC is Provincial Superior for the Missionary Sisters of the Sacred Heart of Jesus Guadalupe Province, which includes Australia.

opportunities to clients of our partner organisations. Building on these successes, the program went from strength to strength. Over the years, we have supported our partners to make a difference to the lives of many people.

In 2010, we committed to increase our investment in outreach services and maximise our impact. We reorganised our efforts around priority areas and began to reduce the number of organisations we supported. This positioned us to become more directly involved in service provision. In 2016, we opened a health hub in Brunswick for asylum seekers and refugees who either have no access to Medicare or have Medicare but no income. This is our first program where we are the lead partner. This experience has positioned us to embrace the new direction implicit in our 2020 strategy.

OUR STRATEGY

The *Cabrini Outreach Strategy 2020* embraces our missionary identity with faith and courage. Drawing on 25 years of partnering to address social disadvantage, we seek to contribute to the development of more inclusive, equitable and compassionate communities. We will do this by focusing our efforts on delivering high quality, sustainable services for disadvantaged communities and collaborating for greater impact. As a result, the populations we serve will have access to better and more reliable care.

Our new strategy is informed by research that demonstrates social circumstance have a direct impact on an individual's health outcomes. There are areas of entrenched, intergenerational social disadvantage in our city and country. Enabling these Australians to enjoy better health outcomes will take long-term investment that draws on the wisdom of the community to design effective solutions, and partnerships where organisations are working towards common goals.

Health outcomes are impacted by the quality of the healthcare system. Australians enjoy a healthcare system that is among the best in the world. However, not everyone in Australia has the same access to our system. Australia's First Peoples have poorer health outcomes than the mainstream population. We are founding members of the Catholic Health Australia workforce exchange partnership with Apunipima Cape York Health Service and have similar experience partnering with Santa Teresa Clinic in the Northern Territory.

With the increasingly harsh immigration policies operating today, we are finding more and more people seeking asylum have no access to our healthcare system. The Cabrini Asylum Seeker and Refugee Health Hub provides primary healthcare and specialist mental health services. Our largely *pro bono* health professional workforce enables us to deliver care free of charge. Partnerships with St Vincent's Health Australia and St Vincent's Public Hospital Melbourne strengthen our service. Our generous donors and staff fundraising activities expand our reach.

Collaborations with Foundation House, Uniting, Bapcare, Brigidine Project, Australian Red Cross and Refugee Legal ensure our clients have access to the broader range of services they require. Farther afield, we have partnerships with our sister organisations in Ethiopia and Swaziland, strengthening their capacity to deliver good quality care. In the near future, we will extend our network to include the Cabrini health missions in Argentina and Guatemala. Many staff in our organisation share our vision for a better world. We will engage them in our social justice priorities and release their potential to make a difference. In this way, we will more fully realise our desire to transform people's lives, both within and beyond our organisation.

OUR PROGRAM

During 2017-18, Cabrini Outreach's total expenditure was \$2.94 m, which was \$425,000 less than the \$3.36m expended in 2016-17.

Our expenditure comprised:

- \$2.84 m cross subsidy from Cabrini Health Limited
- \$80,000 from workplace giving (donations from staff), fundraising from events and Cabrini Foundation grants, appeals and donations
- \$54,000 in revenue generation

We received \$47,000 in-kind support from St Vincent's Health Melbourne, Cabrini Pathology and the Victorian State-based interpreting services. The *pro bono* health professional contribution to the Cabrini Asylum Seeker and Refugee Health Hub was valued at \$103,000 bringing the total program value to \$3.123 million.



Medical Director of Cabrini's Specialist Mental Health Service Dr Tram Nguyen with a client at the Cabrini Asylum Seeker and Refugee Health Hub.

Photo by Paul Jeffers courtesy of the Sunday Age newspaper.



The Cabrini Asylum Seeker and Refugee Health Hub is located on the ground floor at 503 Sydney Road, Brunswick.

We directed a total of \$1.176m to international programs as follows:

\$539,000

Ethiopia

\$20,000

Afghanistan

\$350,000

USA

\$5000

India

\$210,000

Swaziland

\$2000

Staff volunteering abroad and medical evacuation cases

\$50,000

Papua New Guinea

A total of \$1.765m was directed to programs within Australia as follows:

\$1.012m

Asylum seeker health programs

\$461,000

Programs to address social inequality

\$292,000

Aboriginal health and reconciliation programs

A total of \$182,000 was spent on program administration.

OUR ACHIEVEMENTS

Over the past year, we have sought to strengthen programs and set in place a management and governance framework consistent with our new strategy.

Asylum-seeker health program

- Strengthened our asylum-seeker health program, bringing together research, service delivery and advocacy
- Delivered a regular primary health and/or specialist mental health service to nearly 300 asylum seekers without access to Medicare or who have Medicare but no income
- Had our first Cabrini-Monash research paper on asylum seeker mental health accepted for publication
- Promoted our public-facing campaign for a more compassionate response to asylum seekers

Aboriginal health and wellbeing

- Established a permanent acknowledgement of the traditional custodians at the Cabrini Malvern campus
- Assisted in the implementation of a research governance framework at Cape York Apunipima Health Service
- Facilitated a partnership between Santa Teresa Primary Health Service and Catholic Health Australia's workforce exchange program
- Held a Western Arrente indigenous cultural experience in which seven staff participated

International health

- Funded organisation development at Cabrini Ministries in Swaziland, helping to position this mission for grant success
- Strengthened governance and operational capacity at St Mary's Catholic Primary Hospital in Dubbo, Ethiopia
- Provided a histopathology service to Modilon Hospital in Papua New Guinea to enhance diagnostic capability
- Funded Interplast to conduct a plastic surgery service and education program at Modilon Hospital



Plastic surgeon Mr William Blake and members of the pro bono surgical team perform surgery on a medical evacuation patient at Cabrini Malvern.

Management and governance outcomes

Cabrini Outreach was officially launched in March 2018. This included development of a separate visual and brand identity that highlights our missionary roots.

We strengthened program governance and brought our internal policies into alignment with the *Australian Council for International Development's Code of Conduct* as the first step toward accreditation.

Working with the Cabrini Foundation, we relaunched workplace giving and worked to attract more external philanthropic support.

We achieved our first Victorian Government grant and established contracts with the International Health Medical Service and the North Western Primary Health Network Care-in-Mind Program to diversify our funding streams.

OUR PLANS

We have developed a strategic plan for 2018-20 to support the successful deployment of our strategy. In order to achieve our vision, we will pursue the following goals and expected outcomes according to the following measures.

	GOAL	EXPECTED OUTCOMES	MEASURES
DELIVER SERVICES	Deliver services within Australia that respond to unmet needs and are effective, sustainable, scalable and replicable	Improved access to health services for people who suffer entrenched social disadvantage	<ul style="list-style-type: none"> Percentage of service users in the targeted community Improved client outcomes
BUILD CAPACITY	Leverage our resources to improve the quality of healthcare delivered by our international health partners	Populations served have access to better quality and more reliable care	<ul style="list-style-type: none"> Achievement of goals in each partnership plan Evaluation of effectiveness of international service programs
ALIGN OUR PEOPLE	Engage people in our social justice priorities and release their potential to make a difference	Development of more inclusive, equitable and compassionate communities	<ul style="list-style-type: none"> Growth in <i>pro bono</i> and volunteer pools Increase in number of staff active in social justice networks Number of employment integration participants
GROW SUSTAINABLY	Develop foundational capabilities and diversify our funding streams to sustain our growth	Annual value of the program is \$6m by 2020	<ul style="list-style-type: none"> Fit-for-purpose new organisational structure Growth in actual and in-kind value Percentage of growth from sources other than cross-subsidy Cabrini Outreach brand recognition



CABRINI TECHNOLOGY

Cabrini Technology was established in 1978, and has grown over the past four decades to become an innovative, independent information and healthcare technology service to organisations throughout Australasia.

The enterprise comprises the following services and trading names:

- ALTER
- AWA Technology Services
- Cabrini's Centre for Innovation
- Chemtronics Biomedical Engineering
- Chemtronics *Direct*
- Hospitech Facilities and Asset Management
- In-a-Tick Compliance Testing Services
- Victorian Home Health Equipment (VHHE)

OUR INNOVATIVE TECHNOLOGY SERVICE

We employ approximately 500 people and work with some 200 contractors from 20 facilities in Australia and New Zealand. Over the past year, there has been a number of changes for Cabrini Technology as it continues to evolve and grow. We offer diverse services beyond our historical biomedical engineering services. In the past year, both structurally and financially, Cabrini Technology has been divided into three technology pillars:

- Assistive technologies
- Health technologies
- Information technologies

Each of the current trading names is now associated with one of these three streams, which allows a more targeted approach to different customer groups.



HEALTH TECHNOLOGIES

This stream merges biomedical devices and information technology used in healthcare settings. This is based on contemporary international best practice for supporting hospitals that have undergone a significant digital transformation. Cabrini Technology is a leader in this service offering in Australia and New Zealand, drawing interest from hospital operators in India and south-east Asia.

The service is delivered using hybrid teams embedded in client hospitals that can support medical equipment, medical networks, interconnectivity and end-user computing devices associated with direct healthcare delivery. This also includes support for doctors who bring their own electronic devices.

Our Hospitech Facilities and Asset Management service, part of the health technologies stream, has been active over the past year in consulting work associated with new hospital builds. We have extended our services under this brand to include commissioning and user-acceptance management of major medical equipment such as MRI, PET scanners, and operating theatre automation for large government greenfield redevelopments.

ASSISTIVE TECHNOLOGIES

The assistive technology stream has been the largest growth area for Cabrini Technology over the past 12 months. This is anticipated to continue for some years due to the Australia’s ageing population and government investment in disability support.

This stream, which grew from the Victorian Government’s statewide equipment program (SWEP) contract won by Chemtronics *Direct* in 2011, has continued to develop over 2017-18. The NSW team has expanded, and we have introduced three extra service vehicles and have constructed a new workshop area within the shared Cabrini Technology facility in Brisbane.

The ALTER assistive technology sales and hire service comes under this stream. Over the year, the ALTER service was relocated to its permanent location at 405-409 Ferntree Gully Road, Mt Waverley, in a larger and more suitable building. This now positions the ALTER service for growth and greater efficiency through automation, particularly in cleaning of hire equipment.



Paul Atzis, refurbishment and repair technician at work in the Chemtronics Direct warehouse in Thomastown, part of the Cabrini Technology division.



Andrew Hendy, service technician, of Cabrini’s Victorian Home Health Equipment service pictured with a hoist.

Beyond growth, this part of Cabrini Technology’s operations provides services to many marginalised individuals and is closely aligned with Cabrini’s mission.

INFORMATION TECHNOLOGY

This stream continues to grow, particularly in the public sector where there is increasing demand for project and deployment work. During 2017-18, Cabrini Technology was successful in winning some substantial projects for NSW Police, NSW Pathology, Services NSW, and the Department of Main Roads. There has also been a focus on upskilling of staff.

In May 2018, Cabrini completed the purchase of a New Zealand-based company known as Biomedical Services

New Zealand Limited. This former Crown entity has operated as a third-party biomedical services provider for more than 20 years under ownership of a government District Health Board. This has provided an opportunity to strengthen our Cabrini Technology operations in New Zealand through integration. Our combined team of 20 is expected to grow as new contracts commence. The business which has been set up as a wholly owned subsidiary of Cabrini Health Limited operates from premises in Auckland, Hamilton, Wellington and soon, Christchurch. Cabrini Technology now supports most private hospitals in the country, four District Health Boards and the New Zealand Defence Force.

Facts and figures

**CABRINI TECHNOLOGY
(GENERAL)**

17

Office/workshop/warehouse facilities in Australia, representing all States and Territories

3

Office/workshop/warehouse facilities in New Zealand

173

Vehicles (cars, vans and trucks)

**ASSISTIVE TECHNOLOGIES
(CHEMTRONICS DIRECT/ALTER)**

7860

Assistive technology repairs provided in client homes

17,098

Repairs in client homes

22,600

Maintenance of assistive technology items that are used daily in the community

21,278

Equipment hired to patients after hospital discharge

GOVERNANCE

Governance of Cabrini Technology has been strengthened through the establishment of a new Advisory Board which includes representatives from the current Cabrini Board, as well as other independent subject matter experts. The Advisory Board’s role is to assist, and provide advice to, the Cabrini Technology management team in achieving the strategic outcomes set for this enterprise. Our new governance support recognises the growing importance of Cabrini Technology, as part of Cabrini’s overall growth strategy.

The Cabrini Centre for Innovation continued to operate during the year, funded entirely from the core Cabrini Technology budget. The first project, a maternity education and

engagement software development called EVE, was trialled clinically at Cabrini Malvern with 100 volunteers. The feedback from this trial, which concluded in the first half of 2018, has led to further changes and enhancements to the tool. The new version has been showcased at a number of events over the year and is set to be piloted by several hospitals, both in the private and public sectors.

Our team is working to develop a wider range of telehealth and remote monitoring solutions that provide for both remote technology support, as well as patient data. This approach is unique with growing interest in our development work. The new innovations are being labelled as Health-Kite, a brand and trademark wholly owned by Cabrini.

**HEALTH TECHNOLOGY SERVICES
(CHEMTRONICS BIOMEDICAL,
IN-A-TICK, HOSPITECH)**

486,671

Medical devices actively managed

123,414

Repair work orders generated

**INFORMATION
TECHNOLOGIES (AWA)**

94,524

Repairs to computers and network devices nationally





OUR STEWARDSHIP

Cabrini is a Catholic, not-for-profit healthcare service inspired by the spirit and vision of Saint Frances Xavier Cabrini and the religious congregation she founded in 1880: the Missionary Sisters of the Sacred Heart of Jesus. It is enshrined in our values that we manage our resources wisely and actively seek to minimise our impact on the environment.

STEWARDING OUR RESOURCES

Cabrini has a range of strategies, governance, leadership and operational structures in place, which help us to develop our services for the community and support responsible stewardship of our valuable resources.

STRATEGY

Our vision – which is to provide compassionate care for more people in need – is underpinned by our overarching strategy that was endorsed in 2015 and sets our course through:

- Transforming people's lives by identifying and responding to unmet needs
- Building partnerships and collaborations to deliver our breadth of services
- Fostering innovative approaches that will underpin our future sustainability

In November 2017, we launched *Cabrini Renew*, our health strategy designed to guide the development of our services through to 2020. It aligns with our overarching strategy and describes how we will respond to the external healthcare environment. It is designed to build on our legacy and achievements, and reinvigorate our purpose:

- Grounded in who we are i.e. honouring our identity and heritage
- Aligned with our purpose today
- A strategy to match our purpose
- A response to changing times and contemporary challenges
- A structure to match our strategy

This strategy commits us to identifying who the vulnerable people are in our health service, and to improving their lives through customised care. We know that the way we structure, organise and provide our healthcare services must make choices, decisions and processes as easy as possible for our customers and patients.

We have conducted market research to gain a deeper understanding of our customers' needs and to strengthen their voice in our clinical governance systems and processes. We believe this strategy will help to better position our health service in an increasingly competitive market. Construction of the new Gandel Wing is well advanced, our much anticipated building development, which will provide contemporary clinical facilities designed to improve patient care and experience.

CORPORATE RESTRUCTURE

An important activity of 2017-18 was our corporate restructure, a project that has been underway for approximately two years. It involved a significant amount of detailed, technical work by members of Cabrini's senior management and external legal and accounting advisors.

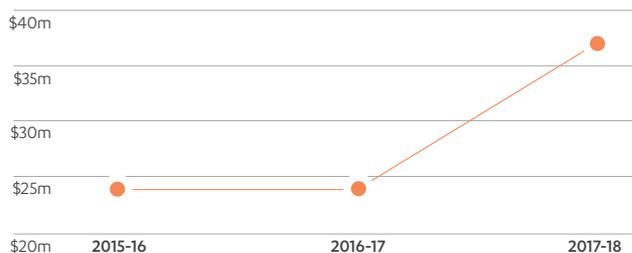
Reflecting the growth in complexity and size of Cabrini over the past decade, we needed to consider our corporate and legal structure and move to a new, more modern structure. Historically, Cabrini in Australia has consisted of two sibling entities: Cabrini Health Limited and the Cabrini Property Association. The purpose of our restructure was to:

In November 2017, we launched Cabrini Renew, our health strategy designed to guide the development of our services through to 2020. It is designed to build on our legacy and achievements, and reinvigorate our purpose.

REVENUE



CAPITAL EXPENDITURE



- Clarify a number of relationships between the two entities, which had been informal or become unclear over time
- Allow the creation of a structure that was more easily understood by third parties
- Ensure that legal/accounting and tax structures and concessions were aligned
- Comply with the requirements of regulators, principally the Australian Charities and Not for Profits Commission (ACNC)

From 1 July 2018, a new holding company, Cabrini Australia Limited, has been established, which is the sole member of two subsidiary companies – the existing Cabrini Health Limited and Cabrini Property Limited (a new company created to hold the property from which Cabrini Health conducts its activities). All three companies are limited by guarantee and charities registered with the ACNC. The Boards of Directors of all three companies are now the same, with all existing Cabrini Health Directors becoming directors of the other two companies as well. The day-to-day activities of Cabrini continue to be provided by Cabrini Health Limited, supported by property and buildings provided to it by Cabrini Property Limited. New, virtually identical constitutions have been adopted for each of the three companies, and these are available, along with other details, on the public register of charities maintained by the ACNC.

Importantly, the Missionary Sisters of the Sacred Heart of Jesus (or Cabrini Sisters) retain overall control and stewardship of the many activities that make up Cabrini Health. They are the members of Cabrini Australia Limited, and all major decisions –

for example, the potential sale of property or the appointment of new Board members – need the Cabrini Sisters’ approval before implementation. Through this structure, we believe that the organisation has been strengthened, become more transparent and will be able to continue the work of the Cabrini Sisters in Australia for many years to come.

FINANCIAL STEWARDSHIP

During 2017-18, Cabrini’s revenue exceeded \$531m, and achieved a surplus of \$15.96 million. This was boosted by the gain on sale of Cabrini Linen Service (CLS) and increased fundraising relating to the capital campaign for the new Gandel Wing at Cabrini Malvern.

Our health service showed improved performance across our Ashwood, Malvern and Prahran campuses. Corporate costs were lower than the previous year. Cabrini’s cash flow and liquidity decreased throughout 2017-18 due to investment in the Gandel Wing, which was partly offset by proceeds from the sale of CLS. Operating cash flow improved year on year due to an improved operational result and higher donations through the efforts of the Cabrini Foundation.

COMMUNITY BENEFIT

Cabrini is a Catholic, not-for-profit, charitable organisation that does not rely on direct government or church funding. Our Catholic identity calls us to:

- Respect the inherent dignity of every person
- Create social conditions that allow people to reach their full potential and to participate in their communities

- Give priority to the needs of the poor and marginalised
- Be prudent managers and share our resources in the interests of the community as a whole
- Be good stewards of the environment, conscious of the interdependence of all living creatures and the finite nature of our natural resources

Our mission commits us to reaching out with compassion, integrity, courage and respect to all we serve. As a provider of healthcare and healthcare-related services, all of our services and activities are intended to deliver benefits to the community. Beyond this, we have in place a community benefit framework. Community benefit activities are those we undertake in direct response to an identified community need (as distinct from a community demand) and/or where the primary goal is not to bring a direct economic or commercial benefit to the organisation. We work to demonstrate transparency and accountability with respect to the concessions we receive as a charitable institution by annually assessing the value of our activity against our community benefit framework framework.

Since 2013, we have assessed the value of our community benefit program across eight domains of activity:

- 1) Advocacy
- 2) Community engagement
- 3) Education and research
- 4) Environmental stewardship
- 5) Health promotion
- 6) Health outreach
- 7) Mission-driven health services
- 8) Social outreach

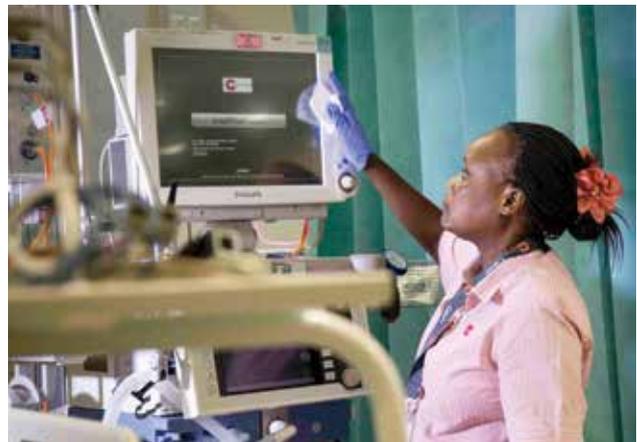
Where possible, direct costs and/or foregone revenue in each domain are calculated and reported in a separate annual report available on the Cabrini website www.cabrini.com.au

ESTABLISHMENT OF CABRINI

Founded in the Melbourne suburb of Malvern in 1948, Cabrini is a large, Catholic, private, charitable organisation. We provide healthcare and health related services, and are part of an international organisation spanning 17 countries. Our owners and sponsors are the Missionary Sisters of the Sacred Heart of Jesus (the Cabrini Sisters). We are part of the Guadalupe province of the Missionary Sisters of the Sacred Heart of



Connect Health & Community volunteer Mike with client Erna (surnames withheld).



Ward assistant Awatif Elhaj at work at Cabrini Malvern.



Patient Hare Haro of Papua New Guinea was treated pro bono by neurosurgeon Mr Myron Rogers and Cabrini. She is pictured with Associate Nurse Manager Tracey Foster.

Photo by Dylan Anderson courtesy of ABC News.



A feature of the Cabrini Malvern chapel is a marble statue of Saint Frances Xavier Cabrini donated by former director of pharmacy Mrs Elinor Rabinov and family in 1965.

Jesus, which covers a wide geographic area and a broad range of ministries including education, healthcare, eldercare and spirituality. The province comprises Australia, Guatemala, Mexico, Nicaragua and the USA.

We do not rely on government or church funding and any surplus funds that we generate are reinvested in our facilities and services. We support charitable social outreach programs in partnership with other agencies locally, interstate and overseas. These activities are actively supported by our staff and doctors.

ROLE OF CABRINI

Cabrini provides a comprehensive range of high quality acute, subacute, palliative care, primary care, residential aged-care, diagnostic and community-based health services. Our services span cancer care, chronic disease, emergency medicine, general practice, health promotion, heart services, homecare and community-based care, maternity services, paediatric care, palliative care, primary care, rehabilitation and residential aged-care, as well as education, health promotion and research. We work together with our accredited medical practitioners, community healthcare providers such as general practitioners and healthcare agencies, Catholic Health Australia and the wider community. Together with our

partners, we seek to understand and respond effectively to the community's needs.

OUR COMMUNITY

Our patients come mainly from eight local government areas: the cities of Bayside, Boroondara, Glen Eira, Kingston, Monash, Moreland, Port Phillip and Stonnington. Cabrini's patient population is diverse and includes people of various ages, cultural heritage, socio-economic status and disabilities. The Cabrini Asylum Seeker and Refugee Health Hub draws clients from the City of Moreland.

HOW WE ARE ORGANISED

Cabrini provides clinical care from hospitals and healthcare facilities in Ashwood, Brighton, Brunswick, Caulfield South, Elsternwick, Malvern and Prahran. We have administrative and other support services located at Hawthorn, Malvern, Mount Waverley and Thomastown. Our clinical services are provided from our large acute hospitals at Brighton and Malvern, Cabrini Palliative Care in Prahran, Cabrini Residential Aged Care in Ashwood and Cabrini Rehabilitation in Elsternwick. These facilities are supported by a comprehensive range of clinical and other support services described in this report. A brief description of each of our hospitals and healthcare facilities follows:

CLINICAL SERVICES

Cabrini Asylum Seeker and Refugee Health Hub: established in 2016 on the ground floor at 503 Sydney Road, Brunswick, services include GP clinics and specialist mental health services. Medicare-ineligible asylum seekers receive priority access to our services at no charge to them.

Cabrini Brighton: established in 2002, this hospital has 138 beds across three wards and features a day oncology unit, high dependency unit, endoscopy, sleep centre, onsite medical imaging and pathology, specialist consulting suites and 24-hour medical coverage.

Cabrini General Practice: our GP clinic located at 992 Glenhuntly Road in Caulfield South was established as a Cabrini service in 2016. It provides a range of primary healthcare services with men and women GPs available for consultations. We are committed to providing comprehensive general practice care to all individuals and families in this community. New patients are welcome.

Cabrini Malvern: established in 1948, this 508-bed acute care hospital provides a wide range of services including coronary care, day procedures, day oncology, emergency care, hospital-in-the-home, intensive care, maternity, paediatric (children's) care, medical imaging and pathology.

Cabrini Palliative Care: established in 1999, this 22-bed specialist palliative care hospital in Prahran offers a wide range of services including medical support, nursing, pastoral care, counselling, allied health services, music therapy and art therapy. Many more patients receive care and support within our homecare program.

Cabrini Rehabilitation: this service comprises two campuses Hopetoun Street (which became part of Cabrini in 2007) and Glenhuntly Road (which became part of Cabrini 2010) and approximately 70 beds. Specialist inpatient and outpatient rehabilitation care is designed to restore patients to the best possible level of function.

Cabrini Residential Aged Care: established in 2001 in Ashwood, this is home to 90 residents. Residents' wellbeing and quality of life are enhanced by a range of social, recreational, spiritual and emotional support and activities. We provide care for a range of needs and have an 11-bed secure unit.



The Casper family visits the Cabrini General Practice in Caulfield South. Pictured are Melissa, Peter and baby Emerson Casper.



Nuclear medicine physician Dr Dinesh Sivaratnam demonstrates equipment in the PET/CT suites at Cabrini Medical Imaging to Federal Member for Higgins Minister Kelly O'Dwyer MP.



Cabrini Malvern's busy Alan, Ada and Eva Selwyn Emergency Department.



Rick Peebles of Cabrini's education department demonstrates equipment in the Stewardson Charitable Trusts Simulation Laboratory to Federal Minister for Health Greg Hunt MP.

Other divisions and services

Cabrini Foundation

Cabrini does not rely on direct government or church funding. The Cabrini Foundation helps Cabrini to deliver essential healthcare services, provide medical equipment and fund programs through workplace giving, major campaigns, direct mail and individual/community donors. Please call the Cabrini Foundation if you wish to assist any Cabrini program on ph (03) 9508 1380.

Cabrini Outreach

Since 1992, we have expressed our missionary identity through charitable and social services. We seek opportunities for staff to participate which, in turn, enables them to help create a better world. Our program operates on three levels. Locally, we seek to strengthen community capacity and resilience. Our national priorities are the health and wellbeing of asylum seekers, refugees and Australia's First People. Internationally, we focus on strengthening the delivery of health care in the developing world, particularly in Papua New Guinea, Ethiopia and Swaziland.

Cabrini Institute

The Cabrini Institute supports research and education activities across the health service, as well as health promotion activities on behalf of Cabrini. Senior medical staff and researchers oversee a diverse research program, as well as developments in clinical education. The research program includes arthritis, back pain, cancer, care of the elderly, health literacy, medicine, nursing, patient safety and surgery. The Cabrini Institute also plays a significant role in the education of our young healthcare professionals. Let's Beat Bowel Cancer, a Cabrini health promotion initiative, is designed to raise awareness and prevent the incidence of bowel cancer disease.

Cabrini Technology

Cabrini Technology provides an innovative, independent information and healthcare technology service to organisations throughout Australasia and has headquarters in Mount Waverley. It comprises: ALTER, AWA Technology Services, Cabrini's Centre for Innovation, Chemtronics Biomedical Engineering, Chemtronics *Direct*, Hospitech Facilities and Asset Management, In-a-Tick Compliance Testing Services and Victorian Home Health Equipment.



OUR GOVERNANCE AND LEADERSHIP

Our stewardship of our organisation, entrusted to us by our owners and sponsors the Missionary Sisters of the Sacred Heart of Jesus, is informed by the belief that we are stewards of resources to be used for the benefit of others.

MEMBERS OF THE CABRINI BOARD

A volunteer Board of Directors, each of whom is appointed by the Missionary Sisters of the Sacred Heart of Jesus, provides governance of Cabrini Health Limited. These individuals bring a broad range of experience and expertise to the Board's governance role.



Richard Rogers

*Director since June 2007,
Chair since October 2014*

Richard's professional experience is in retail, property development and business advisory. Richard was co-owner and joint Managing Director of Roger David until 2007. He undertakes property development, was Deputy Chair of Gandel Philanthropy, and sits as an advisor on company boards. Richard is a mentor to young people in start-up businesses. He has been heavily involved in community activities and is a former President of several Jewish community organisations. Richard is Chair of the Cabrini Health Board, a member of the Patient Experience and Clinical Governance Committee and the Cabrini Foundation Board. He chairs both the Cabrini People and Nominations Committee and the Major Construction Projects Committee.



Professor Katie Allen

Appointed February 2017

Katie is a paediatrician and medical researcher of more than 25 years' experience. She is Director of the Population Health Research Theme at Murdoch Children's Research Centre, Professor of Paediatrics at the University of Melbourne and a paediatrician at the Royal Children's Hospital. Katie is a Board member at the Raising Children Network and the Australian Food Allergy Foundation. She holds a Professional Chair in Food Allergy at the University of Manchester UK. She has honours degrees in medicine and medical science, and a doctoral degree. She is a Fellow of both the Royal Australasian College of Physicians and the Australian Academy of Health and Medical Sciences, and a member of the Australian Institute of Company Directors. Katie serves on Cabrini's Patient Experience and Clinical Governance Board Committee.



Peter Black

Appointed October 2012

Peter has a broad range of corporate experience, having held senior roles at the international company Amcor Ltd including ten years as Group General Manager, Internal Audit. For more than a decade, he served as a member of the Province Finance Advisory Committee for the IBVM Loreto Sisters' Australian Province, providing commercial advice to the Sisters, covering oversight of their schools across Australia and their Australian and international community projects. Peter holds a degree in commerce from Canterbury University in New Zealand and is a member of the Institute of Chartered Accountants of Australia and New Zealand. He is the Chair of the Cabrini Audit and Risk Management Committee and Cabrini Technology Group Advisory Board, and a member of the Cabrini Nominations Committee.



Sister Sharon Casey MSC

Member since August 2008

As a Missionary Sister of the Sacred Heart of Jesus (Cabrini Sisters), Sr Sharon has consistently responded to new requests requiring a change in direction. Her educational studies enlarged her mind and heart to embrace her Cabrini missionary identity. This life path offered extensive opportunities to serve on Boards, provincial leadership and initiate new services in response to emerging needs.

Sr Sharon is the Chair of the Mission Governance Committee and a member of the Cabrini People and Nominations Committee.

**Martin Day***Appointed November 2016*

For more than two decades, Martin has held senior executive roles in acute health service in Australian and international markets. Most recently he was CEO of the private hospitals division of St Vincent's Health Australia. An Adjunct Professor of Australian Catholic University, Martin's qualifications include a Master of Business Administration and a Diploma in Valuations and Real Estate. He is a Fellow of the Australian Institute of Company Directors and a graduate of the Australian Institute of Superannuation Trustees. His expertise includes risk management, clinical governance, financial management, stakeholder engagement and public-private partnerships. Martin serves on Cabrini's Audit and Risk Management Committee and the Mission Governance Committee.

**Sylvia Falzon***Appointed March 2010*

Sylvia brings to Cabrini an executive career in financial services that has spanned almost 30 years. She has held senior executive positions responsible for institutional and retail funds management businesses in Australia and overseas. As a non-executive director since 2010, Sylvia has experience across a range of sectors including aged care, financial services, health and retail. She holds a Master of Industrial Relations and Human Resource Management (Hons) from the University of Sydney and a Bachelor of Business from the University of Western Sydney. Sylvia is a Senior Fellow of the Financial Services Institute of Australasia and a Fellow of the Australian Institute of Company Directors.

Sylvia is Chair of the Cabrini Foundation Board and a member of the Cabrini People and Nominations Committee.

**Jeffery Gleeson QC***Appointed August 2015*

Jeffery is a barrister who practises in sports law and across a number of commercial areas, including building and construction, insurance law and professional negligence. He was appointed Queen's Counsel in 2007. Jeffery was appointed to the Cabrini Human Research Ethics Committee in November 2016.

**Lisa Harker***Appointed March 2018*

Lisa is a chartered accountant, and is an assurance partner at PricewaterhouseCoopers. In her 17 years as a partner, she has worked across a number of industries. She is an expert in audit and international accounting standards and works with listed companies, large privately owned businesses and not-for-profit entities. Lisa advises Boards, audit committees and management teams on a variety of complex areas including acquisitions and takeovers, large capital expenditure projects, divestments, debt raising, initial public offerings and the optimisation of internal controls. Lisa holds a commerce degree from the University of Melbourne and is a member of the Institute of Chartered Accountants of Australia. She is a member of the Cabrini Audit and Risk Management Committee.



Peter Mahon

Appointed July 2010

Peter is the CEO of corporate advisory firm Royce. He has extensive communications experience in the corporate, government and not-for-profit sectors. Peter's healthcare experience includes the Commonwealth Department of Health and Ageing, Therapeutic Goods Administration, Victorian and Commonwealth Departments of Human Services, Medicare Australia, GMHBA, Royal Children's Hospital, Mercy Hospital for Women, St Vincent's Health, Calvary Hospital, the Australian Health Services Alliance (AHSA), Members Health Alliance, Aveo Limited and the Catholic Archdiocese of Melbourne. Peter is a member of the Salvation Army Board of Advice, as well as a member of the Cabrini Foundation Board, the Cabrini People and Nominations Committee and the Cabrini Major Construction Projects Board Committee.



**Father Laurence
McNamara CM**

*Appointed October 2012,
retired May 2018*

Fr McNamara is a Vincentian priest and moral theologian. He is Parish Priest of St Joseph's Malvern and senior lecturer in the Department of Moral and Practical Theology at Catholic Theological College, MCD University of Divinity, Melbourne. He has lectured at St Francis Xavier Seminary, Adelaide College of Divinity, Flinders University and the Catholic Institute of Sydney. Fr McNamara is a graduate of the Gregorian University, Rome and Oxford University. He received his doctorate from the University of Adelaide. Fr McNamara has been Deputy President of the Catholic Institute of Sydney and President of the Catholic Moral Theology Association of Australia and New Zealand, and a member of human research ethics committees for health and public sector organisations.



Dr Paul Nisselle AM

Appointed October 2014

Paul is a general medical practitioner (GP) who has extensive experience in medical indemnity insurance, as well as medical law and clinical risk-management. He currently works full time in a suburban general practice. He is a Fellow of the Royal Australian College of General Practitioners, a Foundation Fellow of the Faculty of Forensic and Legal Medicine, Royal College of Physicians (England) and holds a Master of Health and Medical Law from the University of Melbourne. He was made a Member of the General Division of the Order of Australia (AM) in 2013 "for service to medicine and the medical profession through contributions to a range of government and professional organisations and to the community through youth welfare and cultural groups". Paul is the Chair of the Cabrini Patient Experience and Clinical Governance Committee



**Professor Robyn E
O'Hehir AO**

Appointed September 2010

Robyn is an academic consultant physician, educator and internationally renowned medical researcher with more than 30 years' experience in adult medicine. She is Professor/Director Allergy, Clinical Immunology and Respiratory Medicine (Research), Central Clinical School, Monash University and Alfred Hospital. Robyn has honours degrees in medicine and science and a doctoral degree. She is a fellow of the Royal Australasian College of Physicians, the Australian Academy of Health and Medical Sciences and the Thoracic Society of Australia and New Zealand. Robyn is a Member of the Australian Institute of Company Directors, Associate Editor of the international *European Journal of Allergy and Clinical Immunology*, and a Life Governor of Asthma Victoria. Robyn serves on the Cabrini Institute Council.

INVITEES TO THE CABRINI BOARD



Sneza Pelusi

*Appointed October 2014,
retired October 2017*

Sneza has worked with Deloitte Australia for 25 years including 15 years' experience as an audit partner. She holds a Bachelor of Commerce, is a member of the Institute of Chartered Accountants in Australia and is a registered company auditor. She has worked in Perth, Melbourne and Jakarta. Since October 2008, Sneza has led the Deloitte Victorian Assurance and Advisory practice nationally and is a member of the firm's national executive. Previously she led the Deloitte Victorian Assurance and Advisory Practice and was a member of its Victorian and national executive.



Anthony Rice

Appointed November 2016

Anthony is a Managing Director within Macquarie Group's investment banking division, Macquarie Capital, where he has worked since 2004 advising companies in the real estate and healthcare sectors in relation to equity and debt-raising, mergers and acquisitions, and corporate strategy. Previously he was with JPMorgan's investment banking division where he advised a range of financial and general industrial companies. Anthony holds a Bachelor of Business and a Master of Applied Finance, and he is a member of the Institute of Chartered Accountants Australia. Anthony serves on Cabrini's Audit and Risk Management Committee.



Dr Antonio Grossi

*Invitee since January 2016
Retired October 2017*

Antonio was the Chair of Medical Staff at Cabrini and in this role, he was an invitee to the Cabrini Board of Directors. In 2001, he was appointed as a consultant anaesthetist at Cabrini. Since 2004, Antonio's many contributions have included involvement in the administration of the anaesthetic department and craft group. He is deputy director of Cabrini's department of anaesthesia and pain management. Antonio is present Chair of the Professional Issues Advisory Committee of the Australian Society of Anaesthetists and a member of the Victorian Anaesthetic Group. A graduate of the Australian Institute of Company Directors, he is currently studying a Master of Health Administration at Monash University.



**Associate Professor
Melita Kenealy**

Invitee since November 2017

Melita is a senior clinician, a consultant haematologist at Cabrini with an active interest in clinical trials and research, and medical education. She is a director of The Blood Unit, and manages patients who have blood disorders and blood cancers. She has particular expertise in Myelodysplastic Syndromes (MDS), a pre-leukaemia disease. She is the current Chair of Medical Staff at Cabrini and Lead of Haematology Specialty group. Melita is an Adjunct Associate Professor (Practice), Faculty of Medicine Nursing and Health Sciences at Monash University. She holds a medical degree from Monash University having graduated with honours. She is a Fellow of the Royal Australian College of Physicians and a Fellow of the Royal College of Pathologists of Australasia.



Judy Hacker

Invitee since March 2016

Judy has more than 30 years' experience in the corporate world driving the strategic direction of major brands such as Decore, Estee Lauder, Uncle Tobys, Yellowglen and Wolf Blass. In 2007, Judy established her own business Maxim Marketing and works with organisations to strengthen their brands through strategic focus. In 2002, she completed Leadership Victoria's Williamson Community Leadership Program. Since then, Judy has volunteered with a range of not-for-profit organisations and has been on the Boards of Amaze (Autism Victoria), FareShare, Choir of Hard Knocks and Extended Families. Presently, Judy is on the Board of Women's Health Victoria.



Alison Moran

Company Secretary since July 2015

Alison is a qualified legal practitioner, and is admitted in Victoria and Western Australia. She is a graduate of the University of Melbourne and former General Counsel of Corrs Chambers Westgarth, with more than 20 years' legal experience and significant board and corporate governance experience. Alison supports the Chair and the Chief Executive in the management of the Cabrini Board and Board Committees. Alison completed a Graduate Diploma in Applied Corporate Governance in 2015.



Dr Michael Walsh

Chief Executive since 2008

Michael has a distinguished career in hospital and health administration in Victoria, Western Australia, the UK and the Middle East. He is a medical graduate of Monash University and holds a Master of Public Administration from the Kennedy School of Government, Harvard University. Michael is a Fellow of the Royal Australasian College of Medical Administrators and the Australasian College of Health Service Managers. He is appointed as Ministerial Delegate to the Board of Goulburn Valley Health and is a member of the Board of Yooralla.

BOARD COMMITTEES

The Cabrini Health Board of Directors was supported by eight Board Committees during 2017-18.

The responsibilities and work undertaken by each of these committees are outlined as follows.

CABRINI AUDIT AND RISK MANAGEMENT COMMITTEE

Chair: Peter Black

The Audit and Risk Management Committee is appointed by the Board to assist it in fulfilling its governance responsibilities in relation to the financial management of Cabrini.

CABRINI FOUNDATION BOARD

Chair: Sylvia Falzon

The Cabrini Foundation Board is appointed by the Board to assist it in fulfilling its governance and oversight responsibilities relating to fundraising. This Board oversees and guides all fundraising activities for, on behalf of, or under the auspices of Cabrini.

CABRINI HUMAN RESEARCH ETHICS COMMITTEE

Chair: Dr Margaret Staples

The Cabrini Human Research Ethics Committee reports to the Board and is responsible for reviewing and approving research projects that involve human participants. It ensures that the research affirms the mission and values of Cabrini and the Catholic Church. It also ensures that ethical standards are maintained in research projects to protect the interests of the research participants, the investigator and Cabrini.

CABRINI INSTITUTE COUNCIL

Chair: Professor Peter Fuller

The purpose of the Cabrini Institute Council is to develop, support and promote the clinical education and research activities of Cabrini. It acts as the principal adviser on Cabrini's education, research and health promotion strategies and governs/oversees the conduct of the Cabrini Institute.

CABRINI MISSION GOVERNANCE COMMITTEE

Chair: Sister Sharon Casey MSC

Formerly called the Cabrini Mission and People Committee, the Mission Governance Committee is appointed by the Board to assist it in fulfilling its governance and oversight responsibilities relating to Cabrini's identity and purpose including organisation culture, ethical practice, community benefit and community partnerships. Until November 2017, this Committee had responsibility in relation to Cabrini's people. Following Board consideration, it was determined to rename this committee and refocus its activities.

CABRINI PEOPLE AND NOMINATIONS COMMITTEE

Chair: Richard Rogers

Formerly called the Cabrini Nominations Committee, governance and oversight of Cabrini's people on behalf of the Board was moved to this Committee from November 2017. The People and Nominations Committee is appointed by the Board to assist the Board fulfil its governance and oversight responsibilities relating to the development of effective strategies to attract, develop, retain and optimise Cabrini's people assets.

CABRINI PATIENT EXPERIENCE AND CLINICAL GOVERNANCE COMMITTEE

Chair: Dr Paul Nisselle AM

The Patient Experience and Clinical Governance Committee is appointed by the Board to assist it in fulfilling its governance and oversight responsibilities relating to the key principles of clinical governance, and to ensure governance systems are in place that maintain and improve the reliability and quality of patient care, as well as improve patient outcomes.

MAJOR CONSTRUCTION PROJECTS COMMITTEE

Chair: Richard Rogers

The Major Construction Projects Committee provides governance oversight on behalf of the Board of major capital construction works undertaken by Cabrini, where those works have an anticipated cost of \$25m or more.

OUR EXECUTIVES

Cabrini has an Executive Committee that supports the Chief Executive in performing his duties, including leadership of our mission and implementation of our corporate and strategic plans.



Dr Michael Walsh

Chief Executive

Michael has been Chief Executive of Cabrini Health Limited since 2008. He has a distinguished career in hospital and health administration in Victoria, Western Australia, the UK and the Middle East. He is a medical graduate of Monash University and holds a Master in Public Administration from the Kennedy School of Government, Harvard University. Michael is a Fellow of the Royal Australasian College of Medical Administrators and the Australasian College of Health Service Managers. He is appointed as Ministerial Delegate to the Board of Goulburn Valley Health and is a member of the Board of Yooralla.



Jason Aquilina

Chief Financial Officer

Jason Aquilina, who joined Cabrini in 2011 as Director of Finance, became Chief Financial Officer in August 2017. He has executive responsibility for Cabrini's patient accounts, payroll, accounts payable, management accounting, private health funds, and finance and treasury functions. Before Cabrini, Jason worked in transport and logistics, where he held multiple finance roles including leading the accounting teams for various large infrastructure and information technology projects. Jason is a certified practising accountant and holds a Bachelor of Business degree with majors in accounting and economics.



Craig Bosworth

Group Director, Strategy & Marketing

Craig joined Cabrini in July 2018. His experience covers a range of sectors across primary and tertiary healthcare, compensable and private health insurance, aged care and the National Disability Insurance Scheme. Having graduated as a physiotherapist, he became a Director of Olympic Park Sport Medicine Centre before working for a number of organisations including TAC, Worksafe and Medibank Private. He was Chief of Staff to the Federal Minister for Health, Aged Care and Sport from 2015-16. Craig holds an MBA from Melbourne Business School, and has studied at Wharton, Stanford and Monash universities. He is a Graduate of the Australian Institute of Company Directors. He is a past Director of Comcare, Multicultural Arts Victoria and the NSW Ministerial Advisory Board for Preventative Health.



Professor Leanne Boyd

Group Director, Nursing, Education and Research

Leanne joined the Executive Committee in August 2014. She has a clinical background in critical care and began working at Cabrini in 2012 as Director of Education and Staff Development. Leanne has more than 20 years' experience in health professional education. Previously, she worked at Monash University as Director of Academic Programs (Middle East) and Head of Department, Community Emergency Health and Paramedic Practice. Leanne holds postgraduate qualifications in education and critical care from Monash University and a Master of Tertiary Education Management from the University of Melbourne.



Jessica Chia

Chief of Strategy and Business Development (until March 2018)

Jessica Chia was appointed to her current role in April 2017. She is responsible for leading strategy, business development and marketing across Cabrini. As a career strategist, Jessica has 14 years' experience in corporate, business and people strategy spanning industries that include financial services, professional services, fast-moving consumer goods, health and transport.



Geoff Fazakerley

Chief Property Officer

Geoff began working for Cabrini in 1985. In 1990, he became Director of Support Services and in 1997, he was made Director of Building and Business Development. In 2009, Geoff was appointed to the position of Executive Director, responsible for diagnostic services, infrastructure and major projects. Geoff oversees land, buildings and leases for Cabrini. He has overseen the development and expansion of Cabrini Health, including our premises at Ashwood, Brighton, Elsternwick, Malvern and Prahran.



Mary-Anne Gallagher

Group Director, People and Culture

In 2014, Mary-Anne was appointed to her executive role. Previously, she worked as Principal Consultant, Organisation Development reporting to the Chief Executive, appointed in 2010. Mary-Anne is a registered psychologist who has worked in human resources for more than 25 years in private and public sector organisations including finance, corporate rehabilitation, environmental management, public and private health, and tertiary education. She has held roles as director of organisation development and human resources at a global level in complex, dispersed organisations. Mary-Anne holds a Bachelor of Science, a Graduate Diploma in Applied Psychology and a Master of Science in Positive Organisation Development.

Cath Garner

Group Director, Mission and Outreach

Cath has a background in nursing and education and in 2002, she was appointed as Mission Integration Officer, joining the Executive Committee in 2007. She has worked in Australian healthcare for almost three decades in a wide range of key clinical, staff development and management roles. She holds postgraduate degrees in education, information systems, innovation/service management and theology. She oversees Cabrini Outreach including asylum seeker and refugee services, as well as mission integration, pastoral care and volunteer services.



Dr Peter Lowthian

Group Director, Medical Services and Clinical Governance

In August 2014, Peter was appointed to his current role responsible for medical services and clinical governance. From 2002-14, Peter was Executive Director of the Cabrini Institute and accepted executive responsibility for clinical governance in 2013. He is a rheumatologist and a graduate of Monash University. Peter is a Fellow of the Royal Australasian College of Physicians, of the Australian Faculty of Rehabilitation Medicine, of the Royal College of Physicians London and of the Royal Australian College of Medical Administrators.



John Papatheohari

Group Director, Information Technology and Digital Transformation

John joined Cabrini in 2015 and oversees information technology and business technology services. Previously, he was General Manager of Health Shared Services for five years, providing mission-critical information technology services across the Victorian public health sector. For 26 years, he worked as a management consultant. During his career, John has led a diverse range of organisations, working at the intersection of business and technology, and has had extensive global exposure. He holds a Bachelor of Business and is an Associate Member of the Institute of Chartered Accountants.



Tim Staker

Chief of Cabrini Technology

Tim Staker joined Cabrini in 2002 and leads Cabrini Technology, comprising AWA Technology Services, Chemtronics Biomedical Engineering, Chemtronics *Direct*, Hospitech Facilities and Asset Management, In-a-Tick Compliance Testing Services, Assistive Living Technologies & Equipment Resources (ALTER) and Victorian Home Health Equipment, as well as Cabrini's Centre for Innovation. He holds a Master of Business Administration, a Graduate Diploma in Technology Management and a Diploma in Biomedical Engineering. Previously Tim held senior positions with a large multinational organisation and has more than a decade of management experience in the public health sector. He serves as a Board member for BreastScreen Victoria, where he chairs the Information Technology and Communication Board Subcommittee.



Adjunct Associate Professor Natalie Sullivan

Executive Director of Brighton and Continuing Care (until September 2017)

Natalie joined Cabrini in 2010 and oversees five clinical campuses including our acute hospital in Brighton, palliative care, two rehabilitation hospitals, residential aged-care and Cabrini's chronic disease programs. In 2012, Natalie assumed executive leadership for patient experience. Her background is in allied health as a prosthetist/orthotist. She is recognised as a Fellow of the Australasian College of Health Service Management, holds a Master of Health Administration, and is a graduate of the Australian Institute of Company Directors. Prior to joining Cabrini, Natalie worked in public health in executive and general management roles leading groups of hospitals and network-wide health services.



Sue Williams

Chief of Health Operations

Sue has more than 25 years' experience in the healthcare industry at senior management level in both the public and private sectors. She has held various roles including the Director of Nursing at the Royal Melbourne Hospital, Chief Operating Officer of 44 hospitals at Healthscope and Chief Executive Officer at Peninsula Health. Sue originally trained as a nurse and has postgraduate qualifications in business management and a Master of Business Administration from Monash University. She has completed an Advanced Management Program at Harvard University and the Australian Institute of Company Directors course. She joined Cabrini in the new role of Chief of Health Operations in October 2017.

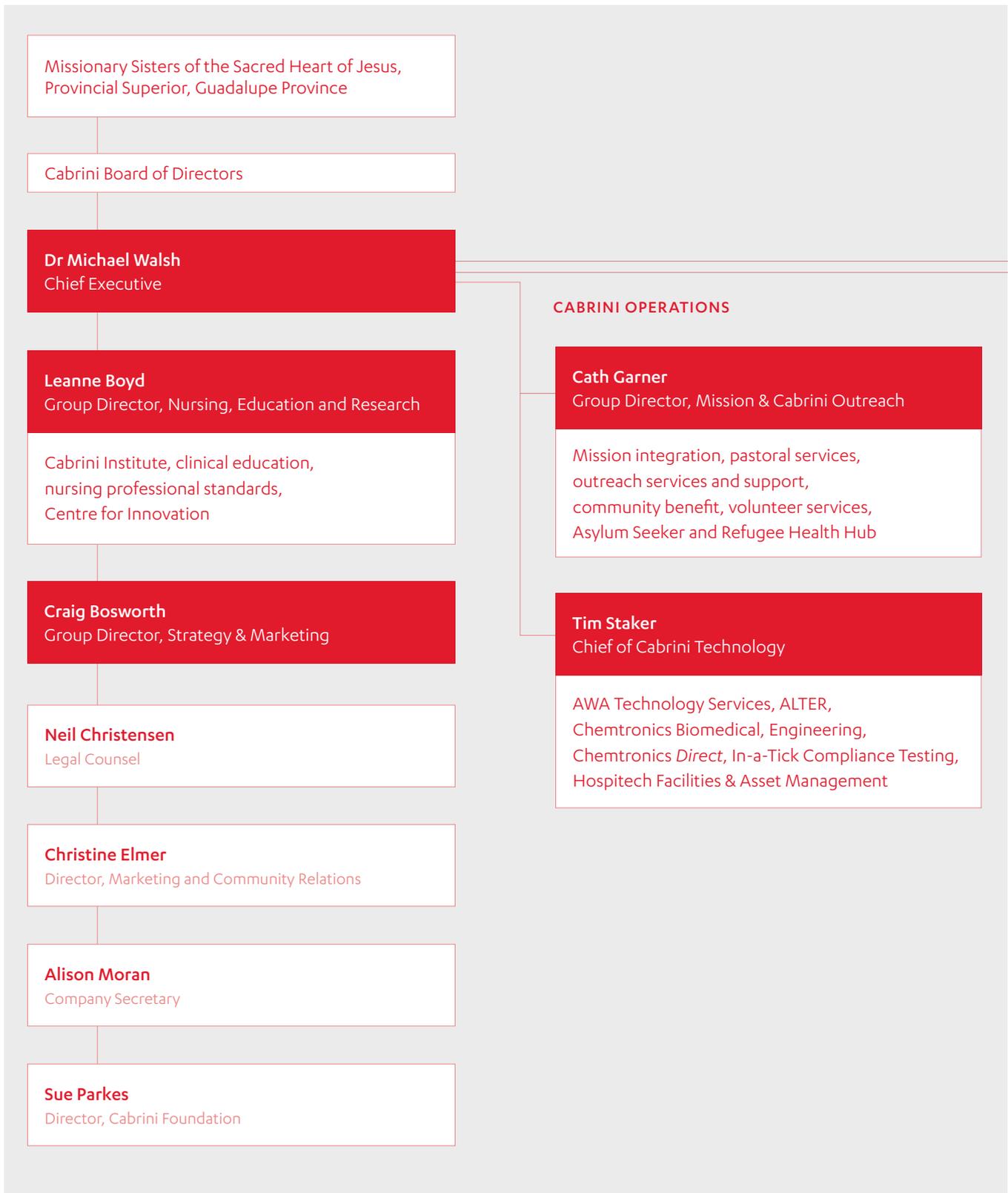


Dr Simon Woods

*Executive Director,
Malvern (until April 2018)*

Simon trained as a general surgeon specialising in upper-gastrointestinal surgery. He has worked in public and private hospitals in Australia, Scotland and Hong Kong. Simon was head of unit at the Alfred, Melbourne. From 2007-2014, he was Medical Director and subsequently Executive Director of Medical Services for Cabrini, ultimately ceasing his clinical practice. In 2014, Simon was appointed to the position of Executive Director of Cabrini Malvern, with overall operational responsibility for this acute tertiary hospital, as well as Cabrini Pharmacy. He has been closely involved with the development of Cabrini's clinical services plan. Simon is a medical graduate of Melbourne University, a Fellow of the Royal Australasian College of Surgeons and the College of Surgeons of Hong Kong and has an MBA (Executive), with distinction.

OUR ORGANISATION CHART



CABRINI OPERATIONS

Sue Williams
Chief of Health Operations

Malvern operations, supply chain, diagnostic services, nursing, Brighton, Ashwood, Prahran, rehabilitation, allied health services, pharmacy, community outreach services, medical services and clinical governance

Leanne Boyd
Group Director,
Nursing, Education
& Research

Dr Peter Lowthian
Group Director,
Medical Services &
Clinical Governance

Geoff Fazakerley
Chief Property Officer

All Cabrini land and building, all Cabrini leases

CORPORATE SUPPORT

Mary-Anne Gallagher
Group Director, People and Culture

Organisation development, change management, people management, HR strategy, people services, workplace relations, staff development, work health and safety

John Papatheohari
Group Director, Information Technology
& Digital Transformation

Information technology, business technology services

Jason Aquilina
Chief Financial Officer

Financial services, health information services, payroll, health fund contracts, general practice

SUPPORTERS

The Cabrini Foundation is grateful to our generous supporters,
both those listed and those who wish to remain anonymous.

ASSOCIATES

Georgina Barraclough
John & Liz Bate
The CR Brad Foundation
Brighton Grammar School
The Sir Wilfred Brookes Charitable Foundation
Howard & Jenny Brown
Mr Richard Carter AM
Ben Chapman
Stephen Charles AO
Nelson & Julie Cheung – celebrating our 50th Anniversary
Mrs Margaret Coningsby
Cornelis Van Ek
In Memory of Ron & Joan Davies
Brian Davis
Brian M Davis Charitable Foundation
In Memory of Cyril Doraisamy
Dromana Football & Netball Club
Graham Geddes
Mrs Diana Gibson
John Graham
Edith Greiman
The Tom Hafey Memorial Fund
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Mrs Bernice Huggard
Jean & Ern Ireland – Sea Bee Pty Ltd
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John T King & Lalla C King
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Mr Geoffrey Macwhirter
Ron & Fay Malouf
Mr Brian Marshall
Matear Family

Beverly McGlead
In Memory of Judith Moir
E. Morris
Mrs Margaret O’Driscoll
Prof Robyn O’Hehir AO
In Memory of Mr Brian O’Sullivan
Mr Vincenzo Paoletta
In Memory of Maxwell Charles Parsons
Armando Poli
Lyn Punter
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In Memory of Geoffrey Robin Westacott

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 Ron Bunker & Evelyn Abaya
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 Caravan Industry Australia Victoria Trades Division
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 Peter Heffernan
 The George Hicks Foundation
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 The Irvine Club Inc
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 In Memory of John Selwyn, Our Beloved Husband
 & Father, from his Wife & Daughters
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 Brian H. Gillies Travel Scholarship for Palliative Care Nurses
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 Mayer Page Research Fellow
 Sarah Miskin Palliative Care Nursing Scholarship

OUR HERITAGE STORY

Francesca Cabrini was born in northern Italy in 1850. Inspired by her deep faith in Jesus Christ, she was a woman of great compassion and courage. She saw her life as a mission to relieve suffering and serve those in need – particularly the poor and excluded. She established health, education and care centres in the USA and Latin America, in Europe and in England, becoming an inspiration to all whose lives she touched. She was the first citizen of the USA to be canonised a saint. At age 30, she founded the Missionary Sisters of the Sacred Heart of Jesus to show God’s love for people through their compassionate action in the world. Today their mission reaches around the world, and includes Cabrini Health in Australia.

Our Cabrini story started in 1948, when ten Cabrini Sisters arrived in Melbourne to take over St Benedict’s, a small

hospital in Malvern. The journey from Italy took ten days as the plane could only fly during daylight hours. The Sisters thought they were taking over a fully functioning hospital but unfortunately, this was not so. Without losing spirit, they worked hard to equip and make the place presentable so that they could re-open the facility. At the time, Melbourne was not the multicultural city that we know today. People were cautious of these Italian sisters who dressed and spoke differently to the Australian religious of the time. Despite their best efforts, in the first few months there were many complaints about their strange ways. However, the Sisters recognised there were people in need and, with courage and determination; they laid the foundation for the comprehensive healthcare service we have become today.



CABRINI MISSION

Who we are: We are a Catholic healthcare service inspired by the spirit and vision of Saint Frances Xavier Cabrini and the Missionary Sisters of the Sacred Heart of Jesus.

What we believe: We are a community of care, reaching out with compassion, integrity, courage and respect to all we serve.

What we do: We provide excellence in all of our services and work to identify and meet unmet needs.

CABRINI VALUES

Our values form the base of our mission, are built around what we believe and drive how we act. They are drawn from Saint Frances Xavier Cabrini's life and reflect her heart, her spirit, her conviction and her approach.

Compassion: Our drive to care is not just a professional duty to provide excellent quality care but is born of a heartfelt compassion for those in need, motivated by God's love for all people.

Integrity: We believe in the power of hope to transform people's lives and remain faithful to the bold healing mission and legacy of Saint Frances Xavier Cabrini.

Courage: We have the strength, determination, vision and conviction to continue the work of Mother Cabrini and the Cabrini Sisters.

Respect: We believe that every person is worthy of the utmost respect and the best possible healthcare. We know that our resources are entrusted to us to use for the benefit of others.

CABRINI'S STRATEGY

The Cabrini group strategy 2016-20 was endorsed by Cabrini's Board of Directors in 2015. It sets the course for all services operating under the Cabrini banner in Australia. Together, we seek to:

- Transform people's lives by identifying and responding to unmet needs
- Build partnerships and collaborations to maximise our reach
- Foster innovative approaches that will underpin future sustainability

CABRINI

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