

CABRINI AUSTRALIA:
A YEAR IN REVIEW
ANNUAL REPORT

CARE

2018-19

quality

COMPASSION

Cabrini



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88,863

PATIENTS TREATED IN OUR HOSPITAL



\$40m

RAISED THROUGH THE BIGGEST
CAPITAL APPEAL IN CABRINI'S HISTORY



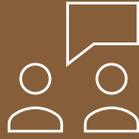
98

ACTIVE CLINICAL TRIALS



4000

CARDIAC TREATMENTS



5000

CONSULTATIONS DELIVERED TO MORE THAN 350 CLIENTS
AT OUR OUTREACH ASYLUM SEEKER HUB

1816

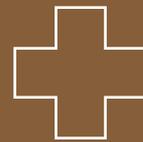


BABIES DELIVERED



171

RESEARCH PUBLICATIONS, BOOKS,
CHAPTERS AND REPORTS PUBLISHED



23,000

EMERGENCY DEPARTMENT
PRESENTATIONS



49,178

SURGERIES PERFORMED

23,311



DAY ONCOLOGY PATIENTS TREATED



35,814

ITEMS OF EQUIPMENT HIRED BY CABRINI TECHNOLOGY
GROUP TO PATIENTS POST-HOSPITAL DISCHARGE



540,891

MEDICAL DEVICES ACTIVELY MANAGED
BY CABRINI TECHNOLOGY GROUP

44008

DEDICATED STAFF EMPLOYED
BY CABRINI AUSTRALIA



24,182

REHABILITATION BED DAYS



CHAIRMAN'S MESSAGE

SYLVIA FALZON

> It is my pleasure to report to you for the first time as Chairman of the Cabrini Australia Board. Having served on the Board since 2010, I was delighted to be appointed as Chairman in November 2018. The transition was made seamless thanks to the outstanding leadership under our previous Chairman, Richard Rogers. I thank him for his four years as Chairman and his passion, drive and commitment to Cabrini and his significant contribution since joining the Board in 2007. I am also grateful to my fellow directors for their guidance and support over a year of change and transition.

During 2018-19 we welcomed new Directors – Fr Joe Caddy, Simeon Goldenberg and Paul Holyoake; and John Asgari and Jill Linklater as Invitees to the Board as Consumer Representatives.

I thank the retiring Directors – Martin Day, Professor Katie Allen, Dr Paul Nisselle AM and Peter Mahon; and our inaugural Consumer Representative, Judy Hacker, for their contribution and service.

As a Catholic, not-for-profit ministry, founded by the Missionary Sisters of the Sacred Heart of Jesus, we are fortunate to continue to be guided by the leadership provided by our Cabrini Guadalupe Provincial Superior Sister Diane Olmstead MSC, her council and sisters. This allows us to maintain a strong connection to the global Cabrini community and locally, Sister Sharon Casey MSC continues to be ever present in our daily work of caring for those most vulnerable in our community.

During 2018-19, our Chief Executive Dr Michael Walsh announced his retirement after 11 years. Michael will leave Cabrini stronger, more diverse and more resilient to face future challenges within our healthcare industry without losing sight of our mission and purpose for caring for our

patients, our people and our community. We wish Michael and his family happiness, good health and continued success.

Given Michael's news to step down, the Board then commenced a thorough succession planning process. I was delighted to announce that Cabrini's Chief of Health Operations, Sue Williams, will succeed Michael as Chief Executive. Sue is a highly respected and regarded leader and healthcare professional and we are excited about Cabrini's future under her leadership and that of her executive team.

Thank you to the many generous donors for their support over the last 12 months and in particular John Gandel AC and Pauline Gandel AC and their family together with the late Ada Selwyn and Eva Selwyn. Our vision of a new facility within our Malvern healthcare precinct to further enhance our ability to deliver exceptional care is now a reality. The completion of the Gandel Wing is a significant achievement for Cabrini and one which everyone involved can be rightfully proud of. Successfully reaching our capital campaign target of \$40 million towards the \$120 million cost of the Gandel Wing was truly exceptional. I would like to thank Richard Rogers, campaign Chairman David Curtain and the Cabrini Foundation Office, led by Sue Parkes for this outstanding fundraising effort.

We were grateful to the Commonwealth Government for its support in the form of a \$6 million development grant which will support the initial planning and development of the Cabrini Institute of Cancer. This world-class facility will enhance Cabrini's research and clinical trial capacity; and will incorporate an Exercise and Wellbeing Research and Program Centre, designed to enhance the total cancer care delivered at Cabrini.

The Cabrini Institute (Research and Education) continues to grow and support evidence based care at

Cabrini across Nursing, Allied Health, Epidemiology, Surgery, Palliative and Emergency care. In particular in the area of cancer treatment, access to new drugs and therapies is often only available through clinical trials and we are proud to offer those options to our patients.

We thank our generous donors for their ongoing support as much of the Institute's work would not be possible without them.

I would like to recognise the incredible contribution that our medical staff make to Cabrini Health. Cabrini is blessed to have such an exceptional team of visiting medical officers and salaried doctors who are leaders in their fields – whether it be direct patient care, academic and research pursuits, or supporting our training clinical staff – our patients receive the highest possible quality of care and continue to choose and support the organisation.

One special note of recognition must be given to Dr Melita Keneally who concluded her two-year appointment as Chairman of the Senior Medical Staff. Melita has been instrumental in leading the engagement of doctors at Cabrini Health and ensuring that the hospital Board and executive continue to work collaboratively with the medical staff on important strategic matters for the organisation. Dr Nick Houseman will succeed Melita as Chairman of the Senior Medical Staff.

Across all our operations and through the many services we provided, thousands of people benefited from our care. In 2018-19, Cabrini:

- treated nearly 90,000 patients in our hospitals, with same day separations continuing to increase;
- completed 154 robotic surgical procedures;
- welcomed around 2000 babies into the world, many of whom are the second and third generations of their family to be born at Cabrini;
- delivered more than 17,000 chemotherapy and nearly 4000 cardiac treatments;
- provided more than 60,000 rehabilitation sessions to more than 17,000 patients;
- continued to provide our 90 Ashwood aged care residents with high standards of care, focused on their wellbeing and quality of life; and
- assisted 357 clients at more than 5000 consultations at the Outreach Asylum Seeker Hub, reflecting the complex and ongoing support we provide.

While our Ashwood aged care facility is a smaller part of our overall operations, it continues to deliver exceptional care. Australian Government Aged Care Quality and Safety Commission audits in September 2018 and February 2019 found the facility to be 100 per cent compliant against all assessed standards. We continue to adapt the care provided at Ashwood for residents as their needs become more acute and complex. We fully support the Royal Commission into Aged Care and we look forward to the commission's final report.

2018-19 was the first full financial year of operations for the re-launched Cabrini Outreach. Outreach has continued its vital work, delivering life changing services and programs to refugees, First Nations peoples and in communities in

Papua New Guinea, Ethiopia and Eswatini. In June 2019, Cabrini Outreach achieved interim full membership of the Australian Council for International Development (ACFID), which support various initiatives to strengthen governance around our international programs.

Our technology division, CTG completed the acquisition of AxisHealth. This broadens our operations to a national footprint and will provide opportunities to grow our surgical equipment business.

We achieved major milestones in our continuing digital transformation, with the deployment of the digital platform providing for real-time process and data integration across our clinical services; including enabling patients to interact seamlessly with Cabrini at their convenience.

Like many sectors, health is becoming increasingly interconnected and presents a range of opportunities for new digital technologies. At the same time, cybersecurity challenges continue to evolve and intensify. We place a high priority in maintaining our unblemished cyber posture and continue to emphasise the importance of supporting our staff to achieve this.

While this report is a reflection on the year passed, it is also an opportunity to look to the future and the challenges that lie ahead.

2020 will see Cabrini Australia developing its next Strategic Plan; a plan to ensure we continue to be an organisation with a strong sense of purpose and a care-based culture that is grounded in our founder Mother Frances Xavier Cabrini. We are also mindful for the need to have a sustainable financial base with sound governance, and a resilience to face future challenges.

Funding pressures including impacts on the Private Health Insurance sector, technology and changing consumer expectations will all impact on Cabrini in different ways into the future. We will need to draw upon our strengths and also carefully consider how we need to plan and respond to these industry changes.

The Board continues to work together to look at both opportunities and challenges in the future and how we can evolve, do things differently and do things better. We are supported by a talented and dedicated Executive Team and are therefore confident of the future we can collectively chart for Cabrini.

Most importantly, our thousands of patients entrust their care to our wonderful people whose professionalism, dedication and compassion sets us apart. To all of you, I thank you for the work you do and your ongoing commitment to Cabrini's mission and service.



SYLVIA FALZON
CHAIRMAN
CABRINI AUSTRALIA



CHIEF EXECUTIVE'S MESSAGE

DR MICHAEL WALSH

> Looking back on all that has been achieved across Cabrini during 2018-19, it is remarkable how much can happen in just 12 months and the progress made in so many areas.

One of the many highlights for Cabrini during the last year was the completion and opening of the Gandel Wing. It is a truly remarkable facility that is already delivering important and high-quality emergency, cardiac, respiratory, cancer and maternity care. We can all be proud of the many people involved in planning, delivering and operating this facility and the important role it will play delivering care for the community into the future. We are particularly grateful to the many donors whose generous support allowed Cabrini to undertake a project of this magnitude.

While the building and its facilities and technologies are impressive, it is its people who make it truly life-changing, infusing it with the spirit of service and compassion for which Cabrini is renowned. It may be described by *Vogue Living* magazine as the world's most beautiful hospital but we also want it to be known for the world's best care, delivered by the world's best medical staff.

Other areas of Cabrini were recognised for excellence during 2018-19.

The Alan, Ada and Eva Selwyn Emergency Department received a Certificate of Special Recognition in the International Conference for Emergency Nursing 2018

Australasian Emergency Department of the Year awards which showcase the work and research of the top Emergency Departments in Australasia.

Food standards in the aged care sector have been in the spotlight in recent years, often for all the wrong reasons. We were pleased to again be awarded for the quality of catering at our Ashwood residential aged care facility, receiving a City of Monash Golden Plate Award for food services for the fifth year in a row.

Across Cabrini, we have continued to improve facilities, technologies and services so that we can do more for our patients.

Our dementia-friendly rehabilitation facility at the Brighton campus opened. This is a partnership between Cabrini Health and Dementia Australia, with support from a grant from the Grenet Foundation, to improve the hospital experience for people with dementia during their rehabilitation in an inpatient setting.

Cabrini Health was awarded a full Medicare MRI licence to operate from Brighton allowing us to accept referrals from both GPs and specialists. Residents in Bayside and surrounding areas who need these vital diagnostic services now have better access to them. It also supports local GPs in caring for their patients.

We commenced the transition of rehabilitation services

from Glenhuntly Road, Elsternwick to improved facilities at the nearby Hopetoun centre and Cabrini Malvern. We took the decision to relocate rehabilitation services so that they could be delivered closer to acute health services, meaning greater convenience for patients, families, doctors and staff, and also improved efficiency of service delivery.

Cabrini received a \$6 million grant from the Commonwealth Government which will enable us to commence development of a new Institute of Cancer at Cabrini Malvern. For 20 years, the Cabrini Institute has been at the forefront of clinical research and education. With this investment, we will undertake further research to help find new treatment methods so that patients can live longer lives with less pain and discomfort and shorter recovery times.

The Institute of Cancer will support researchers and clinicians to work together towards life-saving breakthroughs. It will enable us to double the number of patients participating in clinical trials, cutting the time it takes to develop more effective cancer treatments.

The Cabrini Institute continues to punch above its weight. In 2018-19, grant funding held and awarded increased to nearly \$50 million and research output published grew by 40 per cent. In partnership with Monash Partners and the Digital Health Cooperative Research Centre, the Institute continues to invest in industry-based PhDs. This research has a strong focus on digital health, data and telecommunications technologies and balancing benefits to both patients and healthcare professionals.

Much of this work would not be possible without the generous support from many of our donors.

As well as expanding the Emergency Department as part of the Gandel Wing, we introduced Cabrini website indicative wait times for seeing an emergency doctor, allowing patients, paramedics and GPs to quickly assess the wait time before presenting, providing greater certainty and peace of mind for patients. Community feedback indicates it makes a significant positive difference to the Emergency Department experience. It reflects our ongoing commitment to applying technologies across our operations, so that we can better deliver our services.

Cabrini Outreach achieved interim full membership status of the Australian Council for International Development (ACFID), in recognition of the work it undertakes in Ethiopia, Eswatini and Papua New Guinea. Closer to home, Outreach continues to make a real difference to many lives through its work with a number of indigenous communities in the Northern Territory. In February 2019, it also launched the Whittlesea Pharmacy Waiver Program in partnership with Whittlesea Community

Connections; supporting people seeking asylum who are unable to afford prescriptions.

During 2018-19, our technology division Cabrini Technology Group (CTG) completed the acquisition of AxisHealth. This acquisition represents a strategic and commercial opportunity to integrate AxisHealth's current products and brands and leverage their synergies with CTG's existing businesses. It also supports CTG's medium and long-term objectives of addressing the increasing pressure on health spending and to meet customers' growing technology requirements. CTG continues to look for growth opportunities in Australia and New Zealand.

After 11 years as Chief Executive of Cabrini, this is my last Annual Report message. Our Chief of Health Operations, Sue Williams, will be taking the reins from me and I am confident Cabrini is in excellent hands.

In reflecting on my time at Cabrini, it is clear that much has changed here and more broadly in the health sector in the last decade. Our service mix continues to evolve, new technologies are being embraced, our facilities and infrastructure grow and develop. In the future, the challenges of changing consumer expectations, the health needs of the community, rapid technological advancements and how healthcare is funded will all impact on Cabrini.

I am confident of Cabrini's ability to tackle these challenges. Health is an industry driven by its people. At Cabrini we have a great culture, based on the principles of the Missionary Sisters of the Sacred Heart of Jesus, and underpinned by excellent visiting medical staff and high quality clinical and support staff in all areas. During my tenure, what I have been most proud of is our commitment to care and the mission of St Frances Xavier Cabrini, delivering life changing health services and care in the Cabrini way. Cabrini continues to enhance the lives of those who walk through our doors while never losing sight of our Cabrini heritage.

I thank you for the privilege of leading Cabrini and will leave with the confidence in the ability of those who will guide Cabrini and deliver care for our community, into the future.



DR MICHAEL WALSH
CHIEF EXECUTIVE

Our governance & leadership

MEMBERS OF THE CONCURRENT 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 our group of companies, Cabrini Australia Limited, Cabrini Health Limited and Cabrini Property Limited. The Cabrini Board acts as the concurrent Board of each of these companies. These individuals bring a broad range of experience and expertise to the Board's governance role.



Sylvia Falzon

**Appointed March 2010,
Chairman since November 2018**

Sylvia brings to Cabrini a senior executive career in financial services that has spanned over 30 years. As a non-executive director since 2010, Sylvia has experience across a range of sectors including aged care, financial services, health and retail. During this time, she has been involved in several business transformations, initial public offers, mergers and acquisitions, and divestment activities.

Sylvia is currently an independent non-executive director of ASX-listed companies Perpetual Limited, Premier Investments Limited, Regis Healthcare Limited and Suncorp Group Limited. She serves on a range of Board committees including chairing the People & Remuneration Committee at Perpetual and Audit and Risk Committee at Regis. Sylvia also chairs the Cabrini Foundation Board and the People and Nominations Committee. 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.



Richard Rogers

**Appointed June 2007, Chairman from
October 2014 until November 2018**

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 Chairman 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. Until Richard stepped down as Chairman of the Cabrini Board, he was a member of the Patient Experience and Clinical Governance Committee and the Cabrini Foundation Board, and chaired the Cabrini People and Nominations Committee and the Major Construction Projects Committee. He continued to chair the Major Construction Projects Committee after November 2018.



Professor Katie Allen

**Appointed February 2017,
resigned February 2019**

Katie is a paediatrician and medical researcher with more than 25 years' experience in child and adolescent health and wellbeing. 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, Australian Food Allergy Foundation and the Melbourne Girls Grammar School Foundation. She holds a Professional Chair in Food Allergy at the University of Manchester, UK. She serves on a number of international committees. 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. Until February 2019, Katie served on Cabrini's Patient Experience and Clinical Governance Committee.

MEMBERS OF THE CONCURRENT CABRINI BOARD CONTINUED



Peter Black

Appointed October 2012

Peter has a broad range of corporate experience, having held senior roles at the international company Amcor Limited including ten years as Group General Manager, Internal Audit. During this time, the audit department expanded to five international countries. 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 he is a Member of the Institute of Chartered Accountants of Australia and New Zealand. Peter chaired the Cabrini Audit and Risk Management Committee until November 2018, and from that time, chairs the Cabrini Technology Group Advisory Board.



Fr Joe Caddy

Appointed October 2018

Fr Joe was recently appointed as the interim Vicar General for the Archdiocese of Melbourne. In addition to this appointment, Fr Joe is Episcopal Vicar (Archbishop's Representative) for Social Services in the Melbourne Archdiocese and is the Parish Priest at St Mary's in East St Kilda. He is the former CEO of CatholicCare in Melbourne. Fr Joe served on the Cabrini Mission Governance Committee and during 2019, will join the Patient Experience and Clinical Governance Committee.



Sister Sharon Casey MSC

Appointed August 2008

As a Missionary Sister of the Sacred Heart of Jesus (Cabrini Sisters), Sr Sharon began her active ministry as an educator. Education was a stepping stone to respond to new invitations requiring a change in direction and further studies. Advanced educational opportunities opened her mind and heart to more fully embrace the Cabrini Missionary Identity. This life path offered extensive opportunities to serve people on Boards, Provincial leadership, initiate new services in response to emerging needs and respond to the request to be the MSC presence in Cabrini Australia. Currently, Sr Sharon is a member of the Cabrini People and Nominations Committee and during 2019 will join the Foundation Board.



Martin Day

Appointed November 2016

For more than two decades, Martin held senior executive roles in acute health services in Australian and international markets. He has 17 years' corporate governance experience in the not-for-profit sector including healthcare and industry superannuation. Most recently he was CEO of the private hospitals division of St Vincent's Health Australia. Martin's qualifications include a Master of Business Administration and a Diploma of 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. From November 2018, Martin has chaired the Audit and Risk Management Committee and was also a member of the Mission Governance Committee during 2018-19.



Simeon Goldenberg

Appointed April 2019

Simeon's formal association with Cabrini commenced in 2015 as an independent member of the Cabrini Major Project Committee overseeing the Gandel Wing development. Simeon's executive experience includes positions within the investment, financial services and real estate industry. Simeon has held a variety of executive roles within the Icon Group (subsidiary of Kajima Corporation) for almost 10 years, most recently as COO of its real estate investment division. Previous executive experience includes KPMG Corporate Finance (mergers and acquisitions) and Gersh Investment Partners (a Melbourne-based fund manager). Simeon's non-executive roles have been in the retirement, fintech, investment and construction industries. Simeon's not for profit governance roles have been within religious and community organisations spanning sport, aged care, welfare and education.



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.

MEMBERS OF THE CONCURRENT CABRINI BOARD CONTINUED



Lisa Harker

Appointed March 2018

Lisa's professional career is as a chartered accountant. She is an assurance partner at PricewaterhouseCoopers and in her 17 years as a partner, 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. She has worked with companies such as Amcor, Foster's Group, Orora, Murray Goulburn and Carsales. Lisa holds a commerce degree from the University of Melbourne and is a member of the Institute of Chartered Accountants of Australia. During 2018-19, she was a member of the Cabrini Audit and Risk Management Committee.



Paul Holyoake

Appointed April 2019

Paul was co-founder of Oakton Limited, which grew into one of the largest and most successful Australian IT Consulting and Technology organisations. Paul drove the growth of the company through CEO and Executive Chairman roles including a successful listing on the ASX in 2000 and sale to NTT in 2014. Since leaving Oakton, Paul has involved himself in the contemporary ICT community, both through membership of the Advisory Board of Melbourne Accelerator Program (University of Melbourne), and the Tech Start Up community in inner Melbourne. Paul also pursues philanthropic roles in the not-for-profit sector, including being a past Board member of the St Vincent's Institute of Medical Research, and is a strong supporter of The Melbourne Indigenous Transition School (MITS).



Peter Mahon

**Appointed July 2010,
resigned March 2019**

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, Affinity Health, Villa Maria Society, Freemasons Hospital, Calvary Hospital, the Australian Health Services Alliance (AHSA), Members Health Alliance, Aveo Limited and the Catholic Archdiocese of Melbourne. Peter holds a Bachelor of Economics degree from Monash University. He is a former member of the Xavier College School Council, Chairman of the Xavier Foundation and the Sacre Coeur Foundation. Peter is a member of the Salvation Army Board of Advice. Until March 2019, he was a member of the Cabrini Foundation Board, the Cabrini People and Nominations Committee and the Cabrini Major Construction Projects Board Committee.



Dr Paul Nisselle AM

**Appointed October 2014,
resigned November 2018**

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”. Until November 2018, Paul chaired 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. In 2016, she was made an Officer of the Order of Australia “for distinguished service to clinical immunology and respiratory medicine as an academic and clinician, to tertiary education, and to specialist health and medical organisations”. 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 and during 2019 will join the Patient Experience and Clinical Governance Committee.



Anthony Rice

Appointed November 2016

Anthony is a specialist real estate and healthcare corporate adviser with over 20 years’ experience in investment banking, most recently at Macquarie Group for 15 years where, as a Managing Director, he advised clients on corporate strategy, debt and equity raising and mergers and acquisitions. He describes his switch from arm’s-length adviser to participating in the governance of a mission-driven organisation as deeply fulfilling – both personally and professionally. Anthony currently serves as Chief Investment Officer of a listed aged care provider with 50 homes and over 4000 residents. He holds a Masters in Applied Finance from the University of Melbourne and is a Chartered Accountant. Anthony has also served on Cabrini’s Audit and Risk Management Committee since 2015.

INVITEES TO THE CABRINI BOARD



Dr Melita Keneally

Chairman of Medical Staff 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 with blood disorders and blood cancers with a particular expertise in Myelodysplastic Syndromes (MDS), a pre-leukaemia disease. She is the current Chairman 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 graduating with honours, and is a Fellow of the Royal Australian College of Physicians and a Fellow of the Royal College of Pathologists of Australasia.



John Asgari

Consumer Representative Invitee since June 2019

John is a Clinical Nutritionist, Dietitian, and he also has worked as a Cabin Crew with Qantas Airlines for 25 years. He is a member of The Nutrition Society of Australia, Australasian College of Nutritional and Environmental Medicine and former Australian Institute of Hospitality Management. John was President and the National Secretary of the Iranian Australian Association of Health Professionals until June 2019. He is currently a Consumer Representative at The Community Advisory Committee of Austin Health Board, Dental Health Services Victoria – Consumer Advisory Network, Peter MacCallum Cancer Centre as well as Cabrini Health Community Advisory Committee and Cabrini Infection Prevention and Control Management Committee. Presently, John volunteers with Eastern Health at the Emergency Department Care of Box Hill Hospital.



Jill Linklater

Consumer Representative Invitee since June 2019

**RN FACN FGIA GAICD
BScN MHA Graduate Diploma Health & Medical Law**

Jill is a consumer at Cabrini Health and considers Cabrini “the place to go to for her healthcare services.” She is a consumer representative invitee to the Cabrini Board, a consumer member of the Community Advisory Committee, the Infection Prevention and Control Committee and the Comprehensive Care Committee and brings a patient perspective into the quality of care and safety of services discussions at Cabrini. Jill is a registered nurse and consultant in health, disability and aged care services and a certified quality management systems auditor and standards certification/accreditation assessor. Additional professional work involves Board governance in health, aged care and disability services with a focus on clinical quality and safety.



Judy Hacker

**Consumer Representative
Invitee since March 2016,
retired January 2019**

Judy has more than 30 years' experience in the corporate world driving the strategic direction of major brands such as Estee Lauder, Yellowglen, Decore, Uncle Tobys 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. 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 Chairman 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.

BOARD COMMITTEES

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

The Cabrini Board was supported by nine Board Committees during 2018-19.

- Cabrini Audit and Risk Management Committee
- Cabrini Human Research and Ethics Committee
- Cabrini Foundation Board
- Cabrini Institute Council
- Cabrini Mission Governance Committee
- Cabrini Patient Experience and Clinical Governance Committee
- Cabrini People and Nominations Committee
- Major Construction Projects Committee
- Cabrini Technology Advisory Committee

Cabrini Audit and Risk Management Committee

Chairman: Peter Black (until October 2018); Martin Day
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

Chairman: 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

Chairman: Dr Margaret Staples (until December 2018); Mr Robert Wojnar
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

Chairman: Professor Peter Fuller (until December 2018); Professor Meg Morris
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 advisor on Cabrini's education, research and health promotion strategies and governs/oversees the conduct of the Cabrini Institute.

Cabrini Mission Governance Committee

Chairman: Sister Sharon Casey MSC
The Mission Governance Committee was 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. Recognising the importance and centrality of these responsibilities, the Board made the decision during 2019 to bring this responsibility back to the main Board, and this Committee held its final meeting in May 2019.

Cabrini People and Nominations Committee

Chairman: Richard Rogers (until November 2018); Sylvia Falzon
The People and Nominations Committee is appointed by the Board to assist the Board to 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

Chairman: Dr Paul Nisselle AM (until November 2018); Jeff Gleeson
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

Chairman: 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.

CTG Advisory Board

Chairman: Peter Black
The CTG Advisory Board makes recommendations to the Cabrini Board and the Cabrini Chief Executive in relation to the management and strategic direction of the Cabrini Technology Group.

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 Finance Officer

Jason Aquilina, who joined Cabrini in 2011 as Director of Finance, was appointed Chief Finance Officer in August 2017. In this role, 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 majoring in accounting and economics.



Craig Bosworth

Group Director, Strategy and 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, Medibank Private, Healthways Australia and Healthdirect Australia. He was Chief of Staff to the Federal Minister for Health, Aged Care and Sport from 2015 to 2016. Craig holds an MBA from Melbourne Business School, and has studied at Wharton (finance), Stanford (strategy) and Monash (health economics) 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.

OUR EXECUTIVES CONTINUED



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.



Geoff Fazakerley

Chief Property Officer

Geoff began working for Cabrini in 1985 and in 1990 became Director of Support Services until 1997, when he was made Director of Building and Business Development. In 2009, Geoff was appointed to the position of Executive Director, Diagnostic Services and Infrastructure and to his current position in 2014. Geoff has played an integral part in overseeing the development and expansion of Cabrini Health, including our premises at Ashwood, Brighton, Elsternwick, Hawthorn, Malvern and Prahran.



Mary-Anne Gallagher

Group Director, People and Culture

Mary-Anne has been with Cabrini since 2010 and has worked in the role of Principal Consultant, Organisation Development reporting to the Chief Executive. In 2014, she was appointed to the new role of Executive Director, People and Culture. 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. She is a member of the Mission and People Committee.



Cath Garner

Group Director, Mission and Cabrini Outreach

Cath has worked at Cabrini for a total of 25 years. She 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 Health's social outreach program.



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 to 2014, 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 in 2015. Previously, he was General Manager of Health Shared Services for five years, providing mission-critical information technology services across the Victorian public health sector. He made the transition to industry after 26 years working 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. Over his time at Cabrini, John has balanced establishing strategic direction with effecting operational improvement. He holds a Bachelor of Business and is an Associate Member of the Institute of Chartered Accountants.

OUR EXECUTIVES CONTINUED



Tim Staker

Chief of Cabrini Technology

Tim Staker joined Cabrini in 2002 and leads Cabrini Technology which has over 450 staff operating throughout Australia and New Zealand, 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 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 provider of non-clinical services and has more than a decade of management experience working in the public health sector. He serves as a Board member for BreastScreen Victoria, where he chairs the Information Technology & Communication Board Subcommittee.

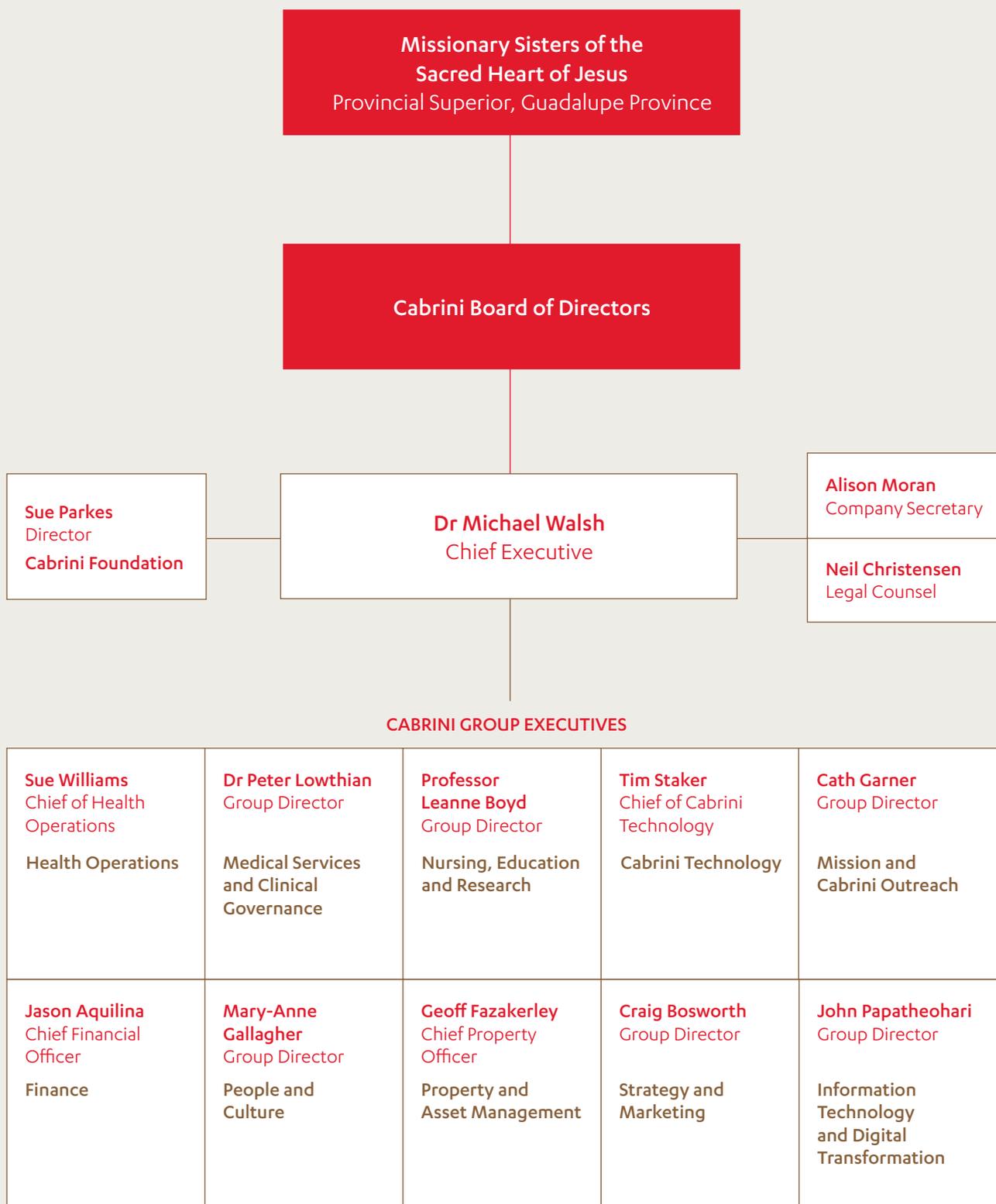


Sue Williams

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.

ORGANISATIONAL CHART



ABOUT US

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.

› Establishment of Cabrini

Founded in 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 Jesus, which covers a wide geographic area and a broad range of ministries including education, healthcare, eldercare and spirituality.

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.

Role of Cabrini

Cabrini provides a comprehensive range of 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, rehabilitation and residential aged-care, as well as education, health promotion and research. We work with accredited medical practitioners, community healthcare providers, Catholic Health Australia and the wider community. Together, we seek to understand and respond effectively to the community's needs.

Corporate restructure

The new holding company, Cabrini Australia Limited, came into operation on 1 July 2018 and 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 Australian Charities and Not for Profits Commission (ACNC). The Boards of Directors of all three companies is now the same, with 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, with other details, on the public register of charities maintained by the ACNC.

- This new, more modern structure has resulted in:
- clear relationships between our corporate entities, which had been informal or become unclear over time
 - a structure more easily understood by third parties
 - alignment of legal/accounting and tax structures and concessions were aligned
 - compliance with the requirements of regulators, principally the ACNC

The Missionary Sisters of the Sacred Heart of Jesus (or Cabrini Sisters) retain overall control and stewardship of the activities that make up Cabrini Health. They are the members of Cabrini Australia Limited, and all major decisions need their approval. With this structure, we believe



Patient care is the primary focus of our work and at the heart of all we do

Our services include cancer care, chronic disease, emergency medicine, general practice, health promotion, heart services, homecare and community-based care, maternity services, paediatric care, palliative care, rehabilitation and residential aged care, as well as education, health promotion and research.



Cabrini's day oncology and infusion centres at Malvern and Brighton offer patients a comprehensive range of cancer treatments



Minister Hunt at Cabrini Malvern in July 2019, announcing new medicines available through the Pharmaceutical Benefits Scheme

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.

Our community

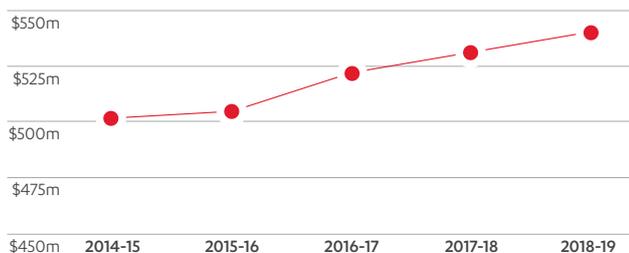
Our patients come mainly from seven local government areas: the cities of Bayside, Boroondara, Glen Eira, Kingston, Monash, Moreland, Port Phillip and Stonnington. Cabrini's patient population is diverse and includes people of various ages, cultural heritage and socio-economic status and with disabilities.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

Financial Stewardship

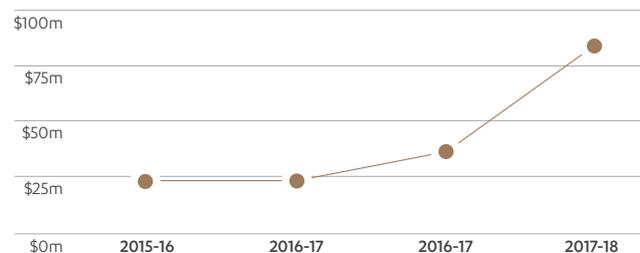
In 2018-19, Cabrini's revenue exceeded \$540m, and achieved a surplus of \$6m. This surplus was assisted by \$7m of fundraising relating to the capital campaign for the Gandel Wing at Cabrini Malvern.

The health service showed improved financial performance across our Ashwood, Malvern and Brighton campuses. The Cabrini Technology Group also showed improved financial results compared to the prior year. Corporate cost was higher than the previous year, in line with our budget expectation. Cabrini's cash position and liquidity increased in 2018-19. Operating cash flow improved year-on-year due to an improved operational result. Investment in the new Gandel Wing was supported by funds raised by Cabrini Foundation, reserves, and a debt facility.

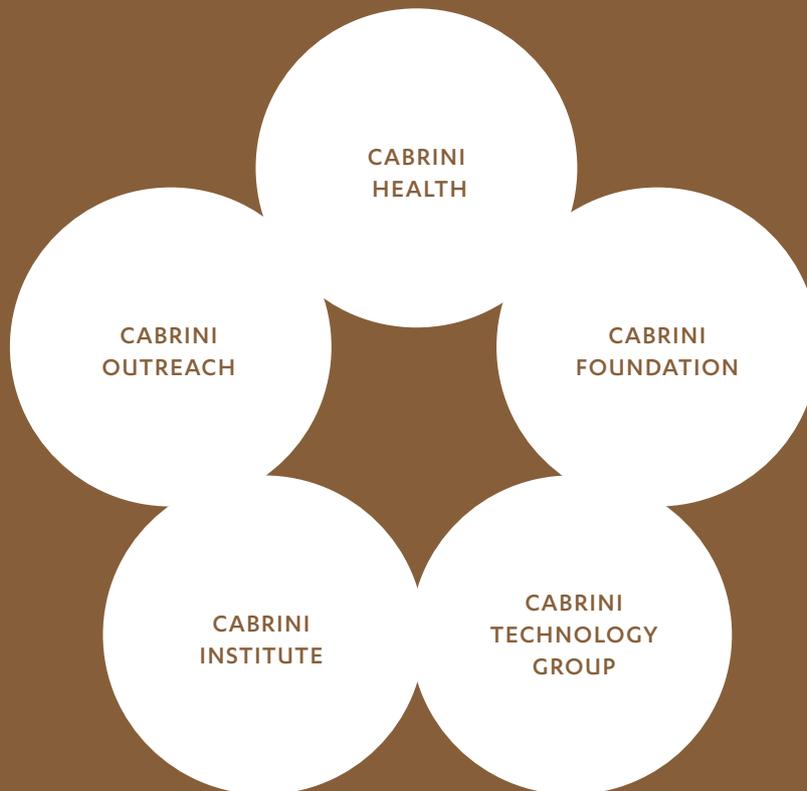
Revenue



Capital expenditure



OUR DIVISIONS AND SERVICES



Cabrini Health

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.

Cabrini Foundation

The Cabrini Foundation helps Cabrini to deliver clinical research, provide medical equipment and fund innovative programs through workplace giving, major campaigns, direct mail and individual/community donors.

Cabrini Outreach

Since 1992, we have expressed our missionary identity through charitable and social services, reaching out and continually looking beyond our current services to help support and engage with those who are marginalised. Believing strong and collaborative community partnerships are the best way to address social and economic disadvantage, we endeavour to form long-term relationships and to leverage our human, financial and material resources. We seek opportunities for staff to participate which, in turn, enables them to help create a better world.

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 Group

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.

Cabrini Health

CLINICAL SERVICES

Cabrini's largest hospitals – located in Brighton and Malvern – are acute hospitals that provide a wide range of 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 is a 138-bed facility that specialises in oncology services, orthopaedic surgery and rehabilitation, ear, nose and throat surgery, ophthalmology, plastic surgery and urology services. A day oncology and infusion unit, endoscopy centre, respiratory and sleep centre, onsite medical imaging, pathology and radiology are also available.

Throughout 2018-19 some highlights included:

- Inpatient rehabilitation beds increasing to 20 beds
- Forming a partnership with Dementia Australia, and established a sensory herb garden at the hospital, for patients to cultivate and enjoy. This joint-partnership aims to create Australia's first purpose-designed dementia-friendly rehabilitation environment in a hospital setting and the garden is one of several projects developed to improve hospital rehabilitation.
- Receiving a new, full Medicare MRI licence, enabling us to provide patients from Brighton and throughout Bayside with access to the full suite of Medicare eligible MRI services. The service has more than doubled its throughput since the issues of this licence.

Cabrini Malvern

Cabrini Malvern is a 508-bed acute care hospital offering a wide range of services including coronary care, day procedures, day oncology, emergency care, hospital-in-the-home, intensive care, maternity, paediatric care, medical imaging and pathology.



Paediatric patient, Millicent, with her nurse at Cabrini Brighton's sleep centre

Throughout 2018-19, extensive work took place as the hospital's new Gandel Wing started to take shape, scheduled for a July 2019 opening. This major investment was designed to provide extra capacity and even better care for patients accessing some of our key services, including emergency care, maternity, oncology and cardiac. The Gandel Wing is a \$120 million project, with \$40 million through private donations. Principal donors John Gandel AC and Pauline Gandel AC are recognised for their generosity in the naming of the building.

Emergency

Cabrini's Alan, Ada and Eva Selwyn Emergency Department (ED) offers a 24 hour, seven days a week service to adults and

children requiring urgent medical attention.

In 2018-19, more than 23,000 patients presented to our ED. There were over 5100 ambulance attendees and more than 11,500 patients were admitted from our ED.

Paediatric presentations increased, and more than 120 schools are now signed up to receive discounted ED care for their students. We partnered with the South Metro Junior Football League for their 2019 season, offering subsidised ED visits to players, umpires and spectators. This partnership support 25 clubs with more than 11,500 footballers.

In March 2019, we launched a new sports medicine service, led by experienced sport and exercise physician Dr Susan White. Cabrini's Sport Injury Clinic is a bulk-billed service that runs on a Monday morning. It provides an opportunity for people who received care in the hospital's ED during the week and weekend to have a follow-up appointment to discuss their next stage of treatment.

Building of the hospital's new Gandel Wing – including an ED expansion – approach completion and the department's Clinical Director, Nurse Unit Manager and senior management team led preparation for this transition, ensuring the ED continued to function successfully, despite any noise or disruption. In January 2019, Rohan Laging was appointment Clinical Director.

Research, training and service improvement remained a priority, with some highlights including:

- Receiving a \$250,000 grant from Monash partners, to support the creation of a machine-learning algorithm to improve the accuracy of the ED wait times published online.
- Receiving a \$50,000 grant from the telematics trust, to improve follow up phone-call system and process.
- Creating, formulating and leading the trial of the scribes project, which employs and trains scribes to complete clerical data entry associated with a patient's ED visit, so doctors can focus on core medical tasks. The success of the trial resulted in Cabrini continue to employ scribes in our ED.
- Associate Professor Katie Walker leading a research project into the trial of the use of scribes, with the results published in the British Medical Journal (BMJ).
- Continuing our successful emergency medicine training program for doctors and ongoing collaboration with St Vincent's and The Alfred to support registrar training in ED and anaesthetics.

Maternity

Based at our Malvern hospital, Cabrini Maternity provides expectant mothers with high quality, around-the-clock care and a safe and private birthing experience. A dedicated Cabrini Mother and Baby Centre, 24 hour medical assistance, breastfeeding clinic and continuity of care through pregnancy and birth are just some of the many benefits.

In 2018-19, we welcomed around 1800 new babies into the world, despite an increasingly competitive market and a reduction in private health insurance membership.

We prepared to move our maternity services to the hospital's new Gandel Wing in July 2020 and made many significant improvements to our service, such as including a fetal growth chart for fundal height measurement plotting

“The new Institute of Cancer and Centre for Exercise and Wellness Research will enable researchers and clinicians to work together, giving them the best chance of developing breakthroughs and delivering better health outcomes for patients,”

Dr Michael Walsh, Cabrini
Australia CEO

on the hand-held maternity record, developing a specific phone call 'cheat sheet' for phone calls pertaining to decreased fetal movements, and introducing a phone call follow up for these women the following day. We also used a unique multidisciplinary obstetric emergency scenario training, to run scenarios involving anaesthetics, paediatrics and ED as well as obstetricians and midwives.

We were are one of two private hospitals participating in Safer Care Victoria's Safer Baby Collaborative. The one-year project commenced in June 2019 with the aim of reducing the rate of stillbirths in the third trimester, in participating hospitals, by 30 per cent.

Cancer services

In 2018-19, Cabrini received a Federal Government funding commitment of \$6 million, to establish a Institute of Cancer at Cabrini Malvern. This will allow researchers and clinicians to work together towards life-saving breakthroughs and support the establishment of a Cabrini cancer exercise and wellness centre. This funding is expected to allow for the number of patients on clinical trials to increase by more than 180 participants.

Cabrini continues to go from strength to strength in cancer research with breakthroughs in precision medicine. The Oncology Clinical Trials Program enables patients to access a wide spectrum of newly advanced treatments including immunotherapeutic drugs and targeted therapies for a range of solid and haematological malignancies. The program includes Phase 1a through to Phase 3 oncology trials.

Cabrini leads the development and application of several high-quality clinical database registries, that collect key clinical information, with the aim of improving the safety and/or quality of care.

Multidisciplinary team (MDT) meetings are a vital part of effective management of cancer at Cabrini, and are held for seven cancer streams – breast, colorectal, haematology, lung, melanoma/skin, neuro-oncology and upper GI. In 2019, Cabrini healthcare professionals participated in a



Over 1800 babies are born at Cabrini each year

MDT meeting audit, conducted by the Victorian Department of Health and Human Services, to monitor, enhance and support the quality, effectiveness and consistency of cancer MDT meetings in Victoria.

Throughout 2018-19, we reviewed our public website, to provide clear, detailed information, and better connect patients with our services. We continued offering education to opportunities to general practitioners (GPs), recognising

the crucial role they have in diagnosing and managing cancer. Our GP education seminar on contemporary cancer care explored the management of common cancers presented in general practice and showcased cutting-edge treatment. The 2019 Cabrini GP Symposium, The New Era in Cancer Care, explored areas relevant to GPs including diagnosis, treatment and symptom management for common cancers.

BREAST CANCER DATABASE

Since its inception in 2016, data has been collected in our breast cancer database for 1130 Cabrini patients. It continues to be a valuable resource for epidemiological studies, clinical research and clinical trials and supports management of multidisciplinary team meetings, decision-making, cancer staging and patient treatment recommendations, in line with Victorian Cancer Service performance indicators.

CABRINI MONASH COLORECTAL NEOPLASIA DATABASE

The Cabrini Monash colorectal neoplasia database was the first major colorectal cancer database in the private sector in Australia. It has collected data on almost 4500 bowel cancer patients. Associate Professor Paul McMurrick continued to provide leadership of academic surgical colorectal cancer research through this, which has enabled multiple high-profile publications.

Our cancer services are complimented by GenesisCare Cabrini, a radiation therapy service providing patients with a comprehensive cancer service onsite at Cabrini Malvern.

Cardiology

Cabrini offers a broad range of cardiac care from the latest minimally invasive procedures to complex open heart surgery, all fully supported by diagnostic testing, state-of-the-art operating theatres and catheterisation laboratories and an acute cardiac ward. We provide high-quality, specialised cardiac rehabilitation, heart failure chronic disease nursing care and integration with palliative care for end stage patients.

2018-19 was a successful year for our Cardiac services, and the number of new cardiologists seeking accreditation to practice at Cabrini continued to grow.

Our Transcatheter Aortic Valve Implantation (TAVI) program, which is one of the largest private TAVI programs in Victoria, continued to offer life-saving treatment at lower risk to patients with severe aortic valve stenosis or abnormal narrowing of the aortic valve. In March 2018, this program marked ten years of offering this ground-breaking procedure, typically to older patients, and it continued benefitting our patients in 2018-19.

In January 2019, The Alfred's cardio-thoracic surgical program temporarily relocated to Cabrini Malvern, following infrastructure damage at their hospital. Cabrini provided bed and operating theatre capacity and collaborated with our colleagues from The Alfred to deliver efficient and effective public care in the private setting. This collaboration was well received by staff and enabled excellent ICU and ward care for cardiac surgical patients.

Towards the end of 2018-19, we prepared to move in to the new Gandel wing at Cabrini Malvern, to a new state-of-the-art acute cardiac ward, to be located on the first floor.

Hospital-in-the-Home

Cabrini's Hospital-in-the-Home (HITH) Unit provides patients with specialist healthcare in the comfort of their own surroundings.

In 2018-19, the service continued moving forward, under the leadership of Deputy Director Stephan Dang, and in April 2019, Dr James Pollard was appointed Clinical Director, Community Care.

An easy referral process for HITH contributed to expanded referrals from obstetricians for complex hyperemesis patients and iron infusions for iron deficiency of pregnancy, and to a smoother process for transition post-op to HITH for breast surgery patients at Cabrini Brighton.

We also engaged with the DHHS Victoria, regarding cancer care at home standards of care and funding instruments and are looking to explore more options in this area.

Urology

2018-19 saw the introduction of a Nephrectomy registry, run by the Urological Society of Australia and New Zealand, to



Cabrini Malvern surgeons performing a facial surgery on a teenage patient

ensure quality and safety of all nephrectomy procedures in the hospital.

Quality and safety initiatives were also of paramount importance at a local level, with the commencement of urological cancer multidisciplinary meetings and morbidity audits, to ensure any complications are thoroughly discussed and lessons learned to prevent recurrences

Professor Mark Frydenberg was appointed Academic Director of Urology.

Partnerships and close working relationships were central within this service. This includes:

- A partnership with the Prostate Cancer Research Group of the Department of Anatomy and Developmental Biology, Biosciences School, Monash University.
- Working closely with radiologists and nuclear physicians at Cabrini Health to ensure state of the art imaging of prostate cancer occurs for all patients.
- Working closely with medical oncologists to ensure Cabrini patients are offered the latest trials available trials in advanced prostate cancer and with our radiation colleagues to enhance multi-modality therapy of locally advanced prostate cancers.
- Plans to establish partnerships with the Centre of Research Excellence in Prostate Cancer Survivorship.

We participated in the Prostate Cancer Outcomes Registry run by Monash University, and explored new developments in prostate cancer management. All urologists at Cabrini who perform prostate cancer surgery contribute to the registry, making Cabrini the largest contributor to the registry of any hospital (private or public) in Victoria. Seventeen per cent of all prostate cancer diagnoses in the state meet and exceed quality standards for positive margin rates, and incidence of erectile dysfunction or incontinence post-operatively compared to peers across Victoria.

Paediatrics

Cabrini treats over 5500 paediatric patients annually. The



A/Prof Walker and scribe Lachlan in the Emergency Department

paediatric ward, located at Malvern, provides friendly and family-centred care for infants, children and adolescents with varying medical and surgical conditions. Children who have day surgery are accommodated in our eight-seat day room. We also offer some elective paediatric procedures at Cabrini Brighton.

2018-19 was an exciting year for our paediatric team, with advances in the services we offer and ongoing work to improve patient experience.

We increased our capacity to perform paediatric endoscopies, reducing waitlist times for these patients.

It was a very successful year for our paediatric orthopaedic team, with new operating theatres transforming how we perform spinal surgery and the introduction of two new procedures – vertebral body tethering (VBT) and bipolar instrumentation.

Our specialist paediatric clinics – the Cabrini Health Hip Dysplasia Clinic and Cabrini Scoliosis and Paediatric Spinal Service – complement our inpatient services, providing a holistic approach to the assessment, management and treatment of children and young adults with hip dysplasia and scoliosis.

Throughout the year, we upskilled our paediatric nursing staff to takeover post-operative care for scoliosis patients, who previously had to spend their first night after surgery in the intensive care unit (ICU). Benefits of this initiative included:

- reducing average length of stay for these patients from seven days to five
- caring for patients in a ward where they can start their rehabilitation earlier
- allowing us to treat younger patients – previously patients had to be at least 14 years old, to facilitate a post-operative ICU stay.

An important project was introduced to provide special support for children with autism spectrum disorders (ASD) and empower them as they receive care. Components of the program include a pre-admission call with parents to gather information about their child, including coping strategies and stressors, a virtual online tour of our ward to allow children and their families to familiarise themselves with our facilities, sensory toolboxes and quiet time with dimmed lights, limited corridor traffic and quiet activities.

OPERATIONAL PERFORMANCE

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

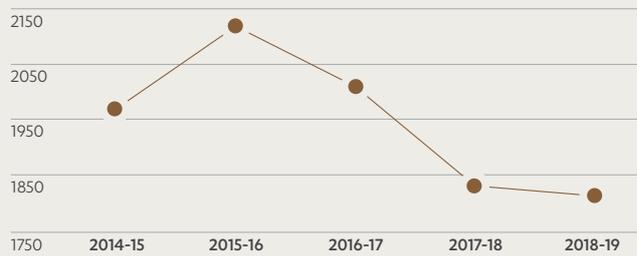
EPISODES OF INPATIENT CARE

In 2018-19, we provided 88,863 episodes of inpatient care at Cabrini, an increase of 2907 on last year



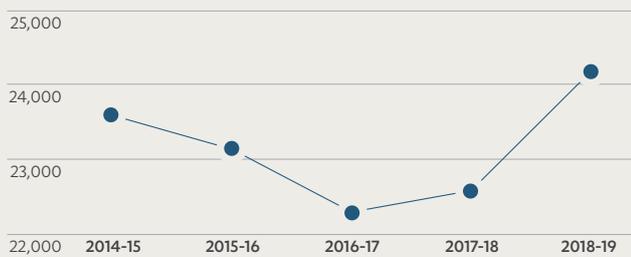
NUMBER OF BABIES DELIVERED

In 2018-19, we helped to deliver 1816 babies at Cabrini Malvern, a decrease of 18 on last year



NUMBER OF REHABILITATION PATIENT BED DAYS

In 2018-19, we provided 24,182 inpatient bed days at our two Cabrini rehabilitation hospitals, an increase of 1605 on last year



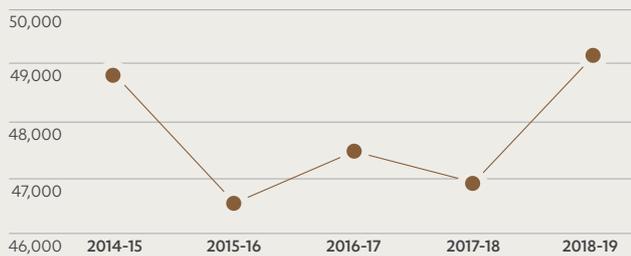
NUMBER OF MEDICAL IMAGING PROCEDURES

In 2018-19, we performed 145,203 medical imaging procedures at Cabrini, a decrease of 3528 on last year



NUMBER OF SURGICAL OPERATIONS PERFORMED

In 2018-19, we performed 49,178 surgical procedures at our hospitals in Brighton and Malvern, an increase of 2275 on last year



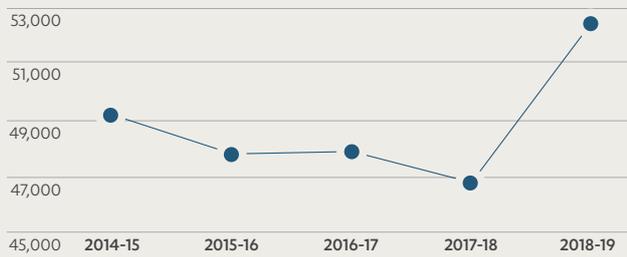
NUMBER OF EMERGENCY DEPARTMENT ATTENDANCES

In 2018-19, there were 23,007 presentations to the Alan, Ada and Eva Selwyn Emergency Department at Malvern, an increase of 103 on last year



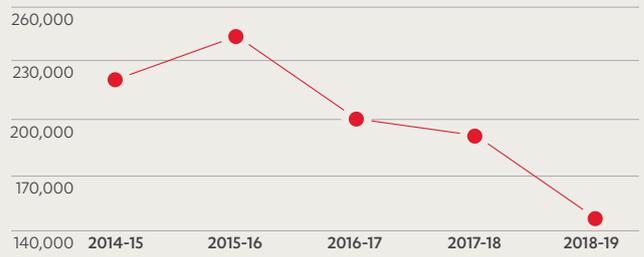
NUMBER OF DAY CASES

In 2018-19, we treated 52,474 day-case patients at Cabrini, an increase of 5682 on last year



NUMBER OF PATHOLOGY EPISODES

In 2018-19, we provided 146,568 episodes of pathology care at Cabrini, a decrease of 44,470 on last year



NUMBER OF ADMISSIONS FROM ED

In 2018-19, the number of patients admitted from our ED for hospital was 9987, a decrease of 1057 on last year



NUMBER OF DAY ONCOLOGY PATIENT TREATMENTS

In 2018-19, we treated 23,311 day oncology patients at Cabrini, a decrease of 2418 on last year



PALLIATIVE AND SUPPORTIVE CARE

Cabrini's Palliative and Supportive Care service continues to strive for the early integration of palliative care which is considered best practice to improve patient and family outcomes.

- In the acute setting, the Consult and Liaison Services are a critical driver to ensure this occurs. Referrals to Consult and Liaison Services continue to increase with more than 1000 referrals received and 2471 review assessments provided at Cabrini Malvern in 2018-19. Cabrini Brighton referred more than 130 patients. Fifty-five per cent of referrals were for symptom management including pain, 25 per cent were to discuss goals of care and 20 per cent for advice for patients at the end of life.

Patients may also be introduced to the service through the Supportive Care Clinic located in the Malvern Consulting Suites. This is an outpatient clinic and consultation is for a range of reasons from post diagnosis to bereavement.

Patients with more complex issues are often admitted to Cabrini Prahran, when symptom treatment requires close monitoring. Patients with complex psychosocial issues and discharges that need the support of the multidisciplinary team will also be admitted. In 2018-19, there were more than 800 admissions to Cabrini Prahran, an increase of 10 per cent on the previous year. Approximately 55 per cent of patients admitted were discharged home and 358 patients received end of life care.

It takes an expert team with specialised skills to meet the needs of patients with a serious illness, and support their families. The team at Prahran includes medical specialists, nurses, allied health and support staff, as well as 15 volunteers. The team offers services including pharmacy, social work, physiotherapy, occupational therapy, pastoral care, music therapist, speech therapy and dietetics.

The Hotel Services team was nominated for a Mother Cabrini Award in recognition of the exceptional service they provide for patients and their families. This included a chef and food service staff meeting with a family who wanted to have a special meal with their loved one. The

chef requested traditional family recipes, and hotel services staff then prepared the special meal for the family to share, creating a lasting memory for the family and a more positive experience at Cabrini Prahran.

Our music therapist creates meaningful memories for patients and their families. Music therapy can entail reminiscing, participation, creating music often for leaving a legacy for others. In 2018-19, the music therapist received 148 referrals, with 122 initial consultations and 113 subsequent sessions. In the last year, a large amount of new equipment for the music program was purchased using funds from fundraising events. Currently, the music therapist is working to establish a Palliative Community Musician Program.



A multidisciplinary team provides compassionate and expert care to people with life-limiting illnesses



Cabrini Prahran offers massage therapy, to improve patient wellbeing

The Homecare service provides a 24 hour nursing service, seven days per week with afterhours support from the inpatient unit, who triage calls, and on-call palliative care consultants. Almost 500 patients were admitted to Cabrini Palliative Homecare. In 2018-19, 7213 community visits occurred and approximately 30 per cent of these were visits to residential aged care facilities. A dedicated aged care role commenced this year with favourable feedback from residents, families, GPs and residential aged care staff. We supported 53 per cent of patients to pass away at home, which is well above many other areas and services. This can be attributed to the support patients and families can readily access.

End of life care occurs in other wards across the hospital, including the oncology ward and the acute medical ward. A care plan specifically for the last days of life has been implemented in these areas to guide staff with care, educate patients and families and to initiate referrals to specialist palliative care services or members of the multi-disciplinary team. This document is based on the Care Plan for the Dying which was rolled out across all acute public hospitals

in Victoria and is part of the Victorian Governments End of Life Framework.

The Framework also includes Voluntary Assisted Dying legislation which came in to effect in June 2019. In preparation, Cabrini Health representatives participated in the Catholic Health National Taskforce and a steering group saw the implementation of a framework to support the training of staff to respond appropriately and to escalate to senior staff with various scenarios. The Cabrini palliative care service has had patients choose this path and staff are supported well by the Medical Director, the Pastoral care team, the Ethics and Values Consultant and the executive team. Regular debrief sessions are open for all staff and are scheduled monthly and as required.

During 2018-19, Directors of the Palliative Care Service have worked with the Director of Strategy Execution to develop a Palliative Care Strategy for 2020-21. The strategy aims to set in place a strategic and informed approach to the provision and integration of Cabrini Palliative Care services. Key objectives, challenges and opportunities were articulated. The strategy is planned for launch in November 2019 to coincide with the celebrations for the 20th anniversary of Cabrini Palliative and Supportive care services.

DEVELOPMENTS IN REHABILITATION

Cabrini's rehabilitation team offers a personalised treatment plan to help patients recover from illness, injury, surgery or a medical condition. Our rehabilitation services are offered at Brighton, Glenhuntly Road and Hopetoun.

- > During 2018-19, we commenced planning for the transition of rehabilitation services from Glenhuntly Road to improved facilities at the nearby Hopetoun centre and Cabrini Malvern. Once the transition is complete, it will enable service delivery closer to acute health services, meaning greater convenience for patients, families, doctors and staff, and improved efficiency of service delivery.

Our rehabilitation services cater to patients with a wide range of conditions including post orthopaedic surgery, reconditioning post cardiac event/cardiac surgery and oncology. In addition, we are one of the only private rehabilitation facilities with a dedicated Parkinson's

disease program. We also care for patients with complex neurological disorders including post stroke as well as chronic pain management and hydrotherapy. At each of our sites we have medical leadership under the direction of our Medical Director of Rehabilitation Services.

Patients attending Cabrini rehabilitation services are on average 12 years older in comparison to other rehabilitation facilities in Australia and New Zealand. In addition to this, on average, our patients have 50 per cent more complex comorbidities which add to the challenge of ensuring patients have functional gains. We have a highly skilled multidisciplinary workforce from medical, nursing, physiotherapy, occupational therapy, speech pathology,



Cabrini's rehabilitation team tailors rehabilitation programs to best suit our patient's needs.



John is a senior subacute speech pathologist and coordinator of the Cabrini Parkinson's Program.



Physiotherapist Conor working with his patient, Margaret, at Cabrini Brighton

social work, podiatry and psychiatry all contributing to patient care goals. The multidisciplinary team ensure discharge planning is a priority and provide written communication to referrers and GPs on the day of discharge. We also ensure patients and their relatives are part of the goals of discharge planning to ensure a smooth transition from rehabilitation to their next destination or home.

Due to the demand for services, during 2018-19 we increased inpatient rehabilitation beds at Brighton from 10 to 20. This required other improvements including extending the gymnasium and building an occupational therapy kitchen area for patients to enjoy breakfast groups and become accustomed to home activities. A number of allied health staff started working at Cabrini Brighton to provide the multidisciplinary care required in a rehabilitation program.

Dementia Care

Cabrini Brighton, our allied health team and Dementia Australia worked in partnership to create Australia's

first purpose-designed dementia-friendly rehabilitation environment in a hospital setting.

The project involved education and training, evaluation of the environment, and four key projects which included the planning for a dementia-friendly garden at Cabrini Brighton, introduction of the sunflower; improved way-finding and improved identification of staff. The sunflower personalises the patient's experience and provides staff with information about the patient beyond their diagnosis, prompting better engagement and understanding. The dementia-friendly garden is one of several projects designed to improve the hospital rehabilitation environment for patients with dementia.

During Dementia Action Week, in September 2018, Cabrini and Dementia Australia strengthened their partnership by celebrating the milestones achieved from the projects implemented thus far and outlining aspirations for the future.

This work is supported by funding from our generous donors.

ALLIED HEALTH AND AMBULATORY CARE

We continue to provide allied health and ambulatory care throughout Cabrini, and in the community. Demand for these services continues to grow, as we strive to meet the changing needs of our customers.

- The Cabrini Renew Health Strategy 2020 reinforces the need and value of Cabrini's allied health and ambulatory services. It includes a focus on meeting unmet demand, developing new and innovative services, and building partnerships across our organisation and beyond.

Allied Health at Cabrini includes art therapy, dietetics, exercise physiology, health psychology, music therapy, neuropsychology, occupational therapy, physiotherapy, podiatry, social work, speech pathology and allied health assistants. Across the organisation in our bed-based programs, we have 70 full-time equivalent (FTE) allied health staff.

Demand for allied health services within our bed-based programs (acute, rehabilitation, palliative care) continued to grow with a two per cent increase in referrals (28,339) and a six per cent increase in contacts (116,366) compared with the previous year. The growth in demand is in response to factors including increasing complexity of patients, increased total numbers of patients, and improved processes for referring.

To ensure we can continue to meet this demand, and provide our patients with excellent care, we continually review our service provision to ensure it is in-line with best practice. A key focus for allied health is ensuring that the care provided is evidence-based and of high value. We have, for example, participated in a project led by Monash University, which looked at evidence translations in allied health (EviTAH), and more specifically, understanding the value of allied health on weekends. When compared with the evidence, it seemed our service provision was well justified, however in response to a gap, we introduced occupational therapy to our weekend rehabilitation programs. Our goal

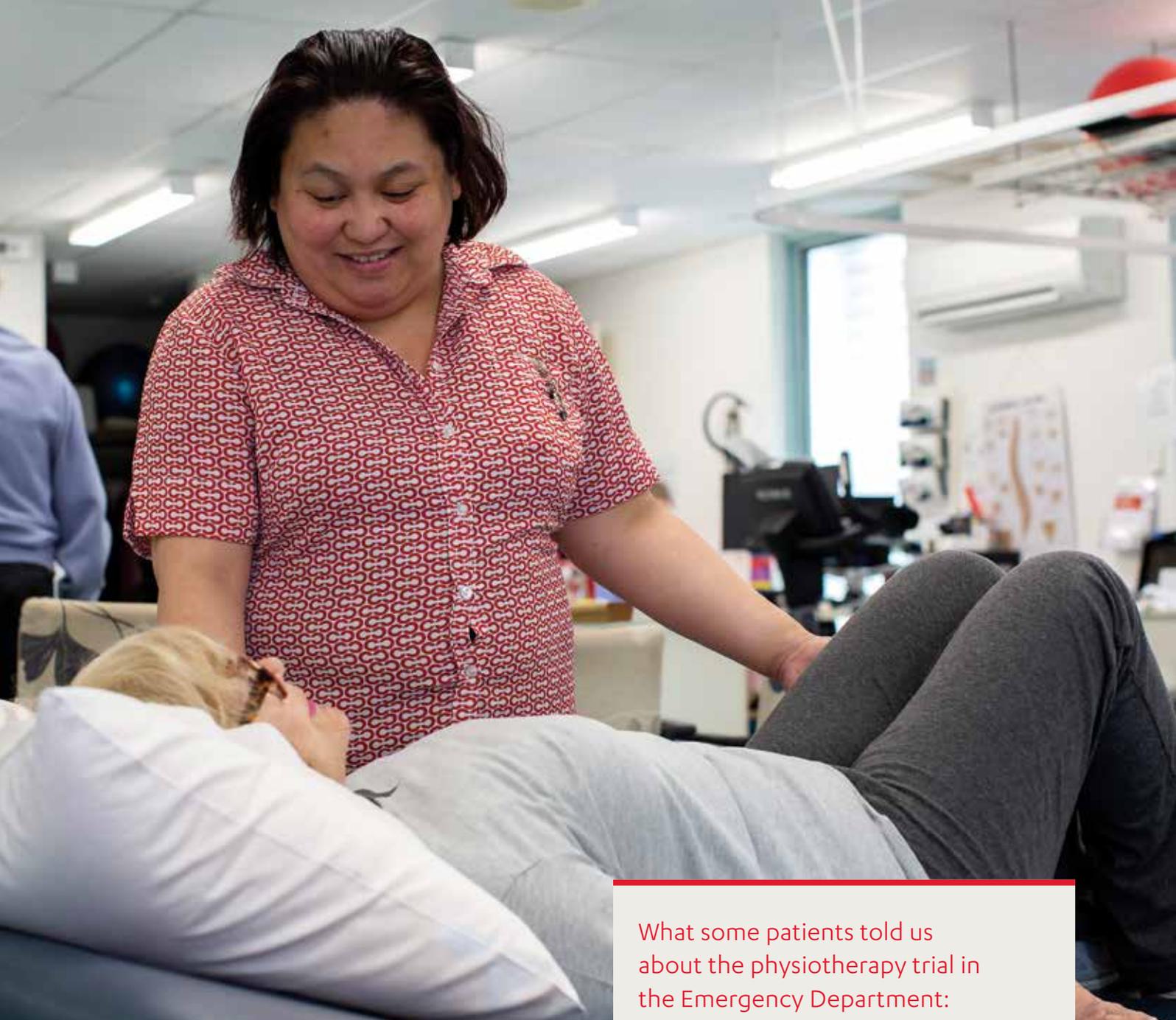
within allied health is to translate evidence in to practice as quickly as possible, which is facilitated by our strong relationship with Monash University and our allied health research consultant in the Cabrini Institute.

Allied Health needs to remain agile, and willing to trial new initiatives. This year, we undertook a trial of physiotherapy in the Emergency Department. The results of this trial were very positive, with patients and staff congratulating Cabrini on the initiative, and expressing their appreciation in the surveys returned.

Our ambulatory services at Cabrini include the chronic disease programs (respiratory, cardiac, heart failure, neuro-oncology, dementia, diabetes education, continence, and stroke), rehabilitation outpatients, rehabilitation in the home, and Cabrini Allied Health Centre. These services include 36 FTE of allied health, nursing and administration staff, who provided 41,105 clinical contacts to 7731 patients, grossing more than \$4 million in revenue. This represents a 10 per cent increase in referrals and a 6 per cent increase in contacts compared with the previous year.

Out-of-hospital care, often either substituting for inpatient care or continuing on from inpatient care, is growing in favour, and Cabrini is well-placed to lead in this area. Our services are contemporary, patient-centred, evidence-based and highly capable. A key strategy for Cabrini is to expand these services and to improve the integration of this division with the other health areas.

Service development and improvement is always a focus within the ambulatory services. This year, we revamped our outpatient Parkinson's disease program to be more contemporaneous and structured. This change was received very positively by both patients and staff, with



Our Allied Health Centre aims to enhance the health and wellbeing of patients

all participants requesting an ongoing program which is soon to commence. We also introduced our Access service, which centralised all incoming referrals and enquiries to one number, email and fax, for enhanced coordination and timeliness of response. Work is also underway to develop a more comprehensive cancer rehabilitation and wellness program, which will launch in the next year.

In 2018-19, the Hospital in the Home (HITH) and post-acute care services also became part of the ambulatory suite. They provided 6647 overnight bed days of service, which is the equivalent of an 18-bed ward. The HITH service also introduced a streamlined process for obstetricians to refer complex hyperemesis and iron deficient pregnant women to the service.

What some patients told us about the physiotherapy trial in the Emergency Department:

“Fantastic service to provide in emergency”

“Brilliant initiative by Cabrini ... exactly what I needed”

The response from our staff included:

“This service is excellent and must continue. The patients greatly appreciate, and benefit from, such easy access to physio. As a doctor it is also highly helpful in reaching a diagnosis and formulating a management plan”

“This service has elevated the quality of care these patients receive from our Emergency Department”



“The right treatment can have a big impact on ensuring patients have the best quality of life possible.”



Gillian Buckley, Physiotherapist

Gillian Buckley attained Australia Physiotherapy Association Titling in the area of lymphoedema, an acknowledgment for physiotherapists who are highly qualified in a specific area of practice. It represents a physiotherapist who is highly qualified in a particular area of practice and has completed a rigorous selection process.

The Lymphoedema Titling is a new pathway for physiotherapists working in the areas of cancer care, lymphoedema and palliative care. Gillian has been part of the cancer palliative care and lymphoedema group moving this forward over the last few years.

“Lymphoedema is not a well understood area and there aren’t many physiotherapists who are able to treat it,” Gillian said.

“While lymphoedema cannot be cured, assistance from a specialist physiotherapist can help patients manage their symptoms and allow them to continue to carry out their daily activities. The right treatment can have a big impact on ensuring patients have the best quality of life possible.”

Gillian is one of the first two physiotherapists in Australia to receive the APA Titling in lymphoedema.

The Cabrini physiotherapy department is very proud of Gillian for her work that enabled this recognition in an area of advanced physiotherapy practice.

RESIDENTIAL AGED CARE

Cabrini Ashwood continues to see high demand for service, despite an increasingly competitive market and people choosing to stay at home longer. Residents are entering the facility later in life, with a reduced length of stay and most often after an acute care admission.

› Accreditation

Site contact audits by the Australian Government Aged Care Quality and Safety Commission occurred in September 2018 and February 2019. The outcome of both audits found the facility to be 100 per cent compliant with all assessed standards. New Aged Care Quality Standards commence from July 2019. The new standards focus on quality outcomes for consumers, making it easier for consumers, their families, carers and representatives to understand what they can expect from a service. It also makes regulation simpler for providers working across multiple aged care services, and encourage innovation, excellence and continuous improvement.

Royal Commission Into Aged Care Quality And Safety

The Royal Commission into Aged Care Quality and Safety was announced by the Commonwealth Government in September 2018. All government-funded residential aged care facilities were asked to complete a service provider survey, due in October 2019, reporting on individual, de-identified episodes of substandard care over a five-year period. Information required included complaints, incident reports, accreditation information, coroner inquests and cases, employee relations, local media mentions and information from relations with other sectors, including primary healthcare or local acute hospitals. The survey was submitted on time, and communicated to our residents, families and staff.

Developments/strategic initiatives

Designing the future of aged care

Through the 'Auric Innovation Grant,' Cabrini Foundation and Cabrini Institute have explored grant applications that demonstrate the great ideas and projects being developed across the organisation. This \$200,000 grant is open to

leaders, potential leaders, thinkers, planners and developers in their field. Cabrini Ashwood was this year's successful grant recipient, with its innovative solution to problems faced by our ageing community. The 'living lab' is aimed at improving the lived experience of residents and their families by delivering innovative solutions designed onsite in the aged care facility and informed by a deep understanding of the people using and delivering aged care services. Living labs in healthcare aim to design with residents and their families rather than simply for them.

Food for aged care residents

Two chefs from Cabrini Ashwood attended a two-day master class hosted by acclaimed chef Maggie Beer. The masterclass was designed to look at issues faced with creating great food for aged care residents. We provide highly nutritious meal plans for each resident and create meals to tempt those who may have diminished appetites.

Contemplation through music

Music in aged care can be accessed for a variety of reasons, including; emotional and spiritual wellbeing, prevention of social isolation, reduce anxiety and low mood, opportunity for creative self-expression and communication. This program provides residents an opportunity to reflect through music, song and meditation.

Dementia and cognition program

The Dementia and Cognition Lifestyle program supports the physical, emotional, spiritual and social needs of our residents, families and staff. Data is clear, and supports an improved resident experience and reduce harm to residents and staff. This program has highlighted the need for a holistic and innovative approach to care.



Cabrini Ashwood provides high-quality care to 90 aged care residents

Engaging our community

Companion service

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 was introduced. The service is available to all residents who require assistance to attend various activities and appointments outside of the facility.

Intergenerational activity

Eight Cabrini Ashwood residents this year joined with students from St Roch's Primary School, Glen Iris, to help students with their annual art show. There were four meetings and activity sessions held – two at Cabrini Ashwood and two at St Roch's – followed by the Art Show, which Cabrini residents and staff attended.

Strawberry Patch café

The Strawberry Patch Café was a direct result of feedback from our Family Advisory Committee and is proving popular among residents, families and staff.

People and stewardship

Workforce and education

The Cabrini Ashwood workforce plan supports high

quality care and services to its residents, ensuring that resident needs and preferences are able to be met by appropriately skilled and qualified staff. Staff turnover is low with engagement high. The master roster, available on the Cabrini Health website reaffirms this. Care staff are further supported seven days a week, across all units by qualified lifestyle assistants who form part of both the mainstream and dementia and Cognition Program, demonstrating a holistic approach to care.

An informed workforce remains a priority for Cabrini Ashwood. Staff are able to partake in various educational opportunities both within and outside the organisation. For example face-to-face training days, conferences, courses, seminars and post graduate study. Many staff employed in care roles are supported as they undertake further studies such as nursing. Cabrini Ashwood has a mantra of growing its own staff. This may be a personal care assistant becoming a nurse and emerging leader at the facility or a hospitality team member transitioning into a lifestyle or personal care assistant role. The facility also has a strong commitment to Diploma and Bachelor of nursing student placements. This past 12 months has seen approximately 70 students pass through our aged care doors.

CLINICAL SUPPORT SERVICES

Cabrini has a wide range of clinical support services, which we continually invest in to ensure we can provide our patients, customers, families and staff with the best possible care and information.

> Pharmacy

Cabrini Pharmacy supports the medication management pathway for our Cabrini patients.

Cabrini Health has invested in a clinical pharmacy workforce and embedded pharmacists into multidisciplinary teams to improve medication safety for patients at Cabrini. Pharmacists are involved in medication reconciliation on admission, medication chart reviews and medication counselling on discharge.

Admission to and discharge from hospital are two of the most common transitions for hospital patients and two high risk areas for medication misadventure. The Emergency Department Clinical Pharmacist prioritises their services to new patients being admitted to Cabrini by obtaining an accurate medication history on admission. This service is of great benefit to the admitting doctor, as they utilise the medication history as part of the admission process to chart their medications. In 2018-19, our pharmacy participated in over 60 clinical trials.

CABRINI PHARMACY 2018-19 HIGHLIGHTS



178,000

PRESCRIPTIONS
DISPENSED



30,000

COMPOUND ASEPTIC
PRODUCTS INCLUDING
CHEMOTHERAPY



20,000

MEDICATION CHARTS
RECONCILED



17,000

PROVIDED DISCHARGE
COUNSELLING
SERVICES PROVIDED
TO PATIENTS



Cabrini Pathology's primary focus is the provision of a quality diagnostic service to our inpatients and on-site consultants

Pathology

Cabrini Pathology continues to benefit from the implementation of rapid molecular testing for Carbapenemase Resistant Enterococci (CRE) and Vancomycin Resistant Enterococci (VRE). This method provides rapid testing for patients who have had recent admission to an overseas healthcare facility and allows for pre-operative screening to reduce the impact of potential infectious patients on theatre lists at Cabrini. The previous direct culture method took 24 to 48 hours to return a result, whereas rapid molecular testing can produce a result in two hours. This allows theatre and infection control teams to more efficiently manage theatre lists.

Cabrini Pathology satisfactorily completed NATA accreditation in October 2018. Key clinical indicators were maintained above the ACHS indicators and benchmark organisations.

Ensuring the service is run by skilled and highly qualified staff is a key quality marker for Cabrini Pathology. In 2018-19, Ms Jenny Couper successfully completed the Fellowship of the Australian Institute of Biomedical Science (FAIMS).

In 2018, new and more stringent regulatory requirements for the 'Governance and Supervision of Medical Pathology Laboratories' were released by NPAAC (National Pathology Advisory and Accreditation Committee). Cabrini Health and Melbourne Pathology agreed to enter into a long-term venture to ensure that Cabrini Pathology can successfully meet all regulatory and accreditation requirements and continue to provide a high quality pathology service to all Cabrini sites and patients.

Cabrini Pathology revenue for 2018-19 was down by three per cent on the previous financial year. While overall revenue was down, this was offset to some degree with savings in costs for salaries and wages, consumables and management contracts. Despite lower activity, Cabrini Pathology maintained an EBITDA of 24.95 per cent for the 2018-19 financial year which was three per cent higher than previous year's result of 21.95 per cent.

Cabrini Pathology continues to provide analytical services to Modilon Hospital in Papua New Guinea. In 2018 – 19,156 cases were reported, representing 1845 hours of pathologist reporting time and the testing performed was valued at \$23,667.30.



Cabrini offers patients access to world-leading medical imaging equipment



Hand hygiene is an important part of Cabrini's infection control processes.

Medical imaging

In 2018-19, Medical Imaging provided approximately 145,000 episodes of care at the Malvern and Brighton facilities, an increase of nine per cent on the previous financial year.

The increase primarily resulted from the issuing of the MRI Medicare license at Brighton with the number of episodes there doubling.

Other new service initiatives introduced in 2018-19 include:

- Establishment of BreastScreen at the Elsternwick campus (accessing by about 8000 women)
- PET scanner and expanding our services to include Prostate scanning (PSMA) and clinical trial imaging. PSMA imaging has been confirmed to be very accurate for the assessment of recurrent disease after surgery (radical prostatectomy) when the PSA is rising.
- Supported and established the pacemaker service in MRI – one of the few sites in Melbourne to offer this service and complementing our other cardiology services. Dedicated sessions are performed to enable patients with pacemakers to be assessed for MRI pacemaker compatibility and imaged safely under the guidance of cardiac technologists.
- Expansion of Cardiac CT scanning service to now include pre TAVI workups (Trans Aortic Valve Implantation), CT Coronary Artery scanning (CTCA) and Coronary Artery Calcium scoring. This specialised imaging offers a non-invasive evaluation of coronary arteries to assist with diagnosis.
- Introduction of dedicated paediatric ultrasound services in private rooms. Ultrasound examinations can now be performed at the time of consultation with paediatric specialist Mr Gary Natrass. The Cabrini ultrasound department, in conjunction with Mr Natrass, developed this service to offer ultrasound imaging at the time of consultation, greatly

reducing the waitlist for paediatric appointments.

- The issue of a Medicare licence to our MRI unit at Brighton, enabling imaging to be rebated by Medicare, has allowed greater accessibility to affordable scanning. Cabrini Brighton Medical Imaging continues to offer a comprehensive range of imaging modalities with supporting services from Malvern.

Overall, 2018-19 was another successful year for the Cabrini Medical Imaging Department. This can be directly attributed to a combination of a strong imaging management team, multidisciplinary and skilled technological, nursing and administrative staff all of whom share a commitment to patient care and customer service throughout all areas of medical imaging operations.

Infection prevention and control

The Cabrini Infection Prevention and Control (IPC) Services continue to meet the growing needs of the organisation.

The new National Safety and Quality Health Services Standards include Partnering with Consumers as a criterion within the Preventing and Controlling Healthcare Associated Infection Standard, so in March 2019, two consumers were appointed to the IPC Management Committee. This has been a great benefit, providing a patient perspective on maintaining an infection-free environment and having active participation in patient care.

The IPC Services had continuous input into the development and commissioning of the Gandel wing and the new theatre complex, collaborating with architects, builders, clinicians as well as support services and logistics. This ensured both projects met the Australian Guidelines for the Prevention and Control of Infection in Healthcare and all other legislative guidelines for new healthcare buildings.

The Cabrini Staff Immunisation Clinic services provides immunisation counselling, serology testing and vaccination



Clinical Placement Facilitator Sarah with an ACU college placement student

for all existing Cabrini staff, and pre-employment immunisation and vaccination for new staff. In 2018-19, 2656 flu vaccinations were administered, equating to 74 per cent of staff. In Cabrini Residential Care Ashwood, 98 per cent of staff were vaccinated.

Cabrini invested in a rapid diagnostic testing for influenza. Diagnosing influenza clinically is often difficult because of the variability of symptoms and other causes of 'influenza-like illnesses.' An accurate result from an influenza test performed at the bedside, or within hours of presentation, assists in diagnosis and patient management. Prompt diagnosis is important because antiviral therapy is most efficacious when commenced in the first 48 hours of illness. Furthermore, unnecessary investigations and antibacterial therapy may be avoided.

In September 2018, an assessment was undertaken to identify the organisation's readiness to submit surveillance data to VICNISS. The Cabrini IPC Surveillance System and program is currently collecting data for VICNISS surveillance and includes Staphylococcus Aureus Bacteraemia (SAB) and Central Line Associated Blood Stream Infections (CLABSI) surveillance. During 2018-19, the SAB rate was 0.64/10,000

bed, with four cases in total. This is well below the benchmark of 0.87.

From July to December 2019, Cabrini plans to commence collecting and reporting to VICNISS on surgical site infection surveillance for hips and knees. This will be six months ahead of mandatory reporting to demonstrate our preparedness for upcoming mandatory reporting from January 2020.

Cabrini continues to support the maintenance and auditing of a hand hygiene program that is consistent with the current national hand hygiene initiative as directed by Hand Hygiene Australia. This aims to maintain improvements in hand hygiene compliance and reduce rates of healthcare-associated infections. A visit in November 2018 by the Hand Hygiene Australia National Manager reported that "Cabrini Private Hospital is highly commended for the exceptional standard of its hand hygiene program. All staff are clearly very engaged with the hand hygiene program and actively collaborate with the Hand Hygiene Lead and the Infection Control Manager to drive practice improvement in this area."

OUR PEOPLE

Our people are central to our success. We strive to attract, develop, retain and optimise our people to realise their full potential to deliver an outstanding customer, patient, resident and family experience, both now and into the future. There are 4408 employees at Cabrini, around 1650 accredited medical practitioners and 348 volunteers.

> Staff education and training

During 2018-19, Cabrini:

- Provided 11,710 nursing clinical placement days
- Provided 6233 allied health clinical placement days
- Support 351 Monash University medical students
- Provided 6807 clinical placement days for University of Notre Dame medical students
- Offered 79 graduate nursing positions through our Transition to Professional Practice Program
- Had 13 nurses graduate with graduate certificates in cancer and palliative care, intensive care, emergency, peri-operative or cardiac nursing.
- Commenced five specialty postgraduate nursing courses.
- Had 10 participants in the Diploma of Nursing program in partnership with ACU College
- Supported 92 positions for registrars pursuing specialist training.

The Cabrini Human Research Ethics Committee approved 81 new projects and managed 317 ongoing projects. Of the 81 new projects, 13 were new oncology clinical trials with a major focus on treating advanced cancers.

We have Clinical Schools with our partner universities Australian Catholic University (ACU) and Monash University and continue to inform the healthcare professional of the future through membership on key advisory committees. Our postgraduate programs continue growing and we are investing in a partnership with ACU College to train Enrolled Nurses within our ACCENT program.

Our generous donors, through the Cabrini Foundation, provide significant funding to support our nurses to

undertake postgraduate studies. Our Nursing Leadership grant, to foster an exemplary future nursing leader in their area of care, was awarded to Kim Rogers (Nurse Manager, Cabrini Brighton) and Helen Thompson (ICU Nurse Manager, Cabrini Malvern).

There are two trials underway within nursing, to improve the patient experience.

- A co-design model that increases patient/carer involvement in clinical handover by inviting the patient/carer to lead the afternoon handover process, supported by a template to guide discussion.
- Using larger scale team-based nursing to differentiate two roles; a daily care registered nurse (RN) and a continuing care RN, who focuses on discharge planning, integration of care and patient education. We look forward to reporting the outcomes of these trials in the future.

Medical leadership

Dr Peter Lowthian announced his retirement from Cabrini in June 2019 after 17 years of service. During this time, he held the roles of Executive Director of Cabrini Institute, Director of Clinical Governance and Group Director of Medical Services and Clinical Governance.

Dr Fergus Kerr joined Cabrini in November 2018 as Executive Director, Medical Services and Clinical Governance, responsible for patient safety and clinical governance as well as credentialing of medical staff. Cabrini also employed elected heads of specialty groups and Medical Directors in key services.

Dr Melita Kenealy continued to Chair the Senior Medical Staff Executive, which represents our senior



Members of the Intensive Care Unit team

doctors. In this role, Dr Kenealy continued the work of turning the Cabrini Medical Compact into a living document.

Honours

In the 2019 Australia Day Honours, Professor Peter Dwyer, a Cabrini gynaecologist and President of the International Urogynaecology Society, received the Medal of the Order of Australia (OAM) for services to Medicine as an obstetrician and a gynaecologist.

In the 2019 Queen's Birthday Honours, Dr Sue White, a Sports and Exercise Physician who leads Cabrini's Sport Injury Clinic, received the Member of the Order of Australia (AM) for significant services to sports medicine.

Dr Clare O'Callaghan of the Cabrini Institute was named a Member (AM) in the General Division of the Order of Australia for significant service to community health.

Volunteers

Over the year, our Patient and Resident Volunteer workforce grew by 10 per cent. We now have more than 200 active

volunteers who contributed more than 25,000 hours of value-added service to our patients and residents during the year. Patient and Resident Volunteer roles are primarily related to hospitality – such as escorting visitors from one part of the building to another – and companionship – such as spending time with lonely patients or assisting with resident activity programs.

Our cardiac patients benefit from Heartbeat Patient Visitors, a group of volunteers who have all been cardiac patients themselves in the past. Being able to speak with someone who has been through a similar experience is helpful in allaying fear and anxiety.

Wherever they are, our volunteers provide a friendly face and comforting presence. We are very grateful to have such a dedicated group of individuals willing to contribute their time and energy to enhance our mission of care and service.

Nursing and Midwifery Society

The Cabrini Nursing and Midwifery Society continues celebrating nursing and midwifery through social



Ward assistant Awatif working in the Intensive Care Unit



Volunteer Peter waiting to greet a patient on their arrival to hospital

gatherings, education events and fundraising activities. The society allows Cabrini nurses to stay connected with other nursing staff as they move positions within the 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.

People strategy

Our objectives are 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.

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

There are 4408 employees at Cabrini, around 1638 accredited medical practitioners and 348 volunteers, as well as community members who contribute in a range of ways.

We continued to implement strategic workforce planning across our nursing workforce and extended this to our Allied Health workforce in 2019. The workforce plans have been used to guide strategic employment and operational workforce resourcing with a positive impact on meeting resource needs and at the same time managing labour costs.

In 2019, significant focus was placed on using our workforce plans for the commissioning of the new Gandel Wing. The workforce plan informed the development of an employee transition plan for the

Gandel Wing and the implementation of a four-week recruitment freeze to assist the transitioning of our current Cabrini employees into new positions. A comprehensive expression-of-interest process was implemented to facilitate the placement of employees in the new Gandel Wing. The employee transition activities were largely completed by May 2019 and 94 per cent of employees received their first preference. A similar process was established for our impacted Patient Care Assistants (PCAs) and 84 per cent of our PCAs were able to have their preferences met. An extensive training schedule was established for more than 300 Nurses and PCAs during May and June 2019 just prior to the opening of the new Gandel wards.

To ensure long-term workforce stability and growth, Cabrini has invested in postgraduate and enrolled nurse programs. Led by Clinical Education, the postgraduate programs have supported 21 nurses to expand their scope of practice and pursue their personal and professional development goals. We offered 79 positions in our Transition to Professional Practice Program for our graduate and novice registered nurses, midwives and enrolled nurses. Additionally, we had 10 participants in the Diploma of Nursing program in partnership with ACU College. The program focuses on the education and training of our future enrolled nursing workforce.

In 2018-19, two Cabrini-wide recognition programs were delivered to encourage the recognition and retention of talented people with the right skills, mindset, and commitment to Cabrini:

- In the third annual cycle of the Mother Cabrini Award for Service Excellence, 17 nominations were received about the efforts of 10 individuals and seven teams. After being rated by a selection committee, one individual and one team were deemed worthy winners for the year and announced at a celebratory afternoon tea for all nominees. The winners received a unique pin,



Cabrini employs around 3000 dedicated nurses across our sites

a certificate and a monetary prize.

- The annual Leadership Excellence Scholarships program recognises and rewards those employees who demonstrate leadership excellence aligned to our leadership competency model. Three worthy winners were selected for the year, one receiving a \$10,000 scholarship and two receiving a \$5,000 scholarship to contribute towards their continued professional development.

A virtual Cabrini recognition wall sits on Cabinet, our intranet, and features great stories from across Cabrini of our people's efforts and achievements. In the past 12 months, about 70 employees had their name and story featured on this wall, for all staff to see and celebrate.

The salary packaging employee benefits we offer were well utilised. Around 75 per cent of employees used one or more forms of salary sacrifice as follows:

- 74 per cent used salary packaging
- 42 per cent used meal entertainment
- 11 per cent used venue hire
- 6 per cent used the novated leasing option

02

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

More than 676 hours of face-to-face staff development were delivered in 2018-19, with 1648 employees completing development programs in work health and safety, people-skills development, presenting with impact skills and computer skills. A pilot program called 'Coaching for Performance' was deployed to support people leaders implementing Cabrini's new performance review and development process, My Plan. The evaluation recommends we continue offering the program to support the wider rollout of My Plan over the next year.

Employee learning and development opportunities continue to be enhanced through the use of the Cabrini Learning Management System, which hosts 27 e-learning courses. Eight of these courses focus on increasing the knowledge and capability of our employees to:

- Prevent or resolve difficult situations, and
- Work safely, thus reducing the risk of injury.



Medical Scientist, Trung Nguyen



Nursing and allied health staff collaborating at Cabrini Brighton

Employees also access Mind Tools – a suite of online learning resources that help build skills, knowledge and effectiveness in their role – with an average of 100 unique users each month.

During 2018-19, Cabrini made significant progress towards building the capability of our employees to manage the risk of harm to themselves when helping patients and residents to move. We also made good progress with managing the risk of customer and visitor aggression. By the end of June 2019, 55 per cent of patient and resident facing nursing, personal care and allied health employees has been trained in our Safe Moves program. Sixty-two per cent of nursing, personal care and allied health employees from higher-risk wards and departments had been trained in our Prevention and De-escalation of Aggression program.

The actions in the Work Health and Safety Plan 2017-19 were successfully implemented, bringing this plan to a close.

To encourage employees to focus on positive lifestyle choices, a record 49 Cabrini teams of seven employees – 343 in total – participated in the Virgin Pulse Global Challenge, a 100-day worldwide virtual journey that improves both physical and psychological health of participants.

03

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

Cabrini's people strategy highlights the technology investment required to support the achievement of our strategic objectives, to create an outcome-based culture with a customer-first mind set (Cabrini Renew, 2020). These areas of investment will support the execution of activities across leadership, culture, performance, people technology, health and safety, workforce management, recruiting and retaining talent. In 2018, the Cabrini Health Executive

endorsed Workday as the preferred Human Resources Information System (HRIS) and the HRIS business case was approved by the Cabrini Board in September 2018. The formal HRIS design phase commenced in October 2018, with a focus on completing the first phase of the implementation in August 2019.

With the implementation of Workday, Cabrini's new performance review and development process – My Plan – will be supported by a technology-based system which means discussion templates can be completed and tracked online. There will be new capability for leaders to cascade team objectives to their employees, who can then adapt them to suit their particular strengths and forge a closer link to the contribution they make to their team's performance.

LinkedIn was introduced as a recruitment tool in 2018 and complements our recruitment practices. Cabrini has more than 8000 followers on LinkedIn. Video interviewing was used for the 2019 Graduate Nurse program. This allowed nursing leadership to shortlist quality candidates in a fair, equitable and efficient manner. In 2018-19, Cabrini recruited 42 graduate registered nurses, three graduate midwives, three graduate enrolled nurses and two graduate physiotherapists.

In November 2018, Cabrini partnered with Injurynet, to provide employees a 24 hour, seven days a week early injury intervention service. The service is available to employees for any work-related injury and gives them immediate telephone advice and rapid access to a limited number of medical, physiotherapy and psychology treatment sessions, without needing to first apply for a workers' compensation claim.

Cabrini implemented Code Grey, a clinically-led response to customer aggression, at Malvern in December 2018. This team-based response supplements the knowledge and skills provided to clinical employees in how to identify triggers of aggression and de-escalate aggression.



Medical scribes in the Emergency Department

04

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

In November 2018, we formally launched Cabrini's renewed culture after a year-long consultation process. The renewed culture looks at 'the way we do things around here' and seeks to align our way of working with our values, and the goals and aspirations outlined within the broader Cabrini strategic plan. Since the launch, people leaders have been provided resources to help them to have monthly conversations with their teams about how they will bring the aspects of our culture to life, as described by our values and the following three key pillars:

In October, 110 Cabrini leaders attended an inaugural half-day Management Communication Forum, to equip them to lead their teams through this phase.

The first Cabrini Culture Survey will be conducted in partnership with Willis Towers Watson to capture feedback from employees about whether our current culture is aligned with our aspired culture, and if not, where are the gaps and areas for focused action. The results from the survey will inform initiatives to reinforce and embed our aspired culture over the longer term.



We are there for our customers and patients



We are there for one another



We work in a connected way

CARING THE CABRINI WAY

At Cabrini, everyone is responsible for providing holistic care that includes the spiritual, emotional, physical and social dimensions of the human person.

> Our ethic of care

Catholic health and aged care is inspired by the person and mission of Jesus who embraced the world with compassion to bring justice and healing. Our goals are to promote wellness, cure or slow the progression of disease, address suffering and disability and, when death is inevitable, to accompany the patient, keeping them as pain-free as possible so that they may die comfortably, with dignity and at peace with their God, themselves and others. Our mission is expressed in caring for our patients, residents, clients and their families with attention to the whole person – physically, psychologically, socially, emotionally and spiritually. We know we have achieved our mission when our patients feel they have been genuinely respected and loved.



Our work is inspired by the spirit and vision of Mother Cabrini

Pastoral and bereavement services

The Pastoral and Bereavement Services team, supported by the extended ministry team, provides a specialist service to our patients and residents and their loved ones.

The Bereavement Support Service is available to the next of kin of all patients who die in a Cabrini facility. Our regular memorial services are generally well attended with the ritual and interaction offering consolation to those mourning loved ones. Bereavement counselling is taken up by 10-15 per cent of people. Written and verbal feedback received about the service is consistently appreciative and positive. We are using the Palliative Care Standards to refine our awareness of prolonged grief to assist in the accurate



Stained glass window in the Cabrini Ashwood chapel



Cabrini staff care with compassion, respect, integrity and courage

identification of risk factors that indicate referral to specialist bereavement services should be considered.

During the year, we used the Spiritual Health Victoria Capability Framework to review our structure. These standards ensure excellence in the quality of pastoral practitioners working at Cabrini and conform to spiritual care professional standards.

We also undertook an external review of the service, which endorsed the quality of care we provide and enabled us to simplify some administrative tasks to enable more time for service provision. The beneficial outcome of the review was reflected in a higher number of visits to patients using our service, particularly in palliative care, rehabilitation, those living with a chronic illness and oncology patients.

Celebrating our heritage

We celebrate our heritage each year in November, with events scheduled around the Feast of St Frances Xavier Cabrini on 13 November. Celebrations include a Feast Day Mass, service recognition ceremonies to acknowledge service milestones reached by employees at each of our

campuses, and a commemorative service for employees, volunteers and members of our Cabrini community who have recently died. The second significant celebration is the Feast of the Sacred Heart, which in 2019 fell on Friday 28 June. During Mass, the Sisters renew their vows and we affirm our commitment to our shared mission.

Formation of leaders

Being able to authentically represent our Catholic faith tradition and Cabrinian heritage is an essential aspect of leadership at Cabrini. Formation is a socialisation and transformational process that assists leaders to become familiar with the language, rituals and other important religious and cultural aspects of our identity. Our leadership formation program is designed to help the Board of Directors and senior management to feel confident and competent in leading Cabrini as a healing ministry of the Catholic Church. Our commitment to formation is related to our desire to encourage people to be their best selves at work, thereby fulfilling their human potential.

PARTNERING WITH CONSUMERS

Patient and family-centred care is defined as care that is organised around the patient and considers their individual needs and preferences.

- To provide this kind of care, we are committed to partnering closely with our customers – patients, residents and their families – to understand and fulfil, wherever possible, their individual requirements. This commitment supports excellent medical care, and continuous improvement in our care and services, through active and meaningful partnerships and communication.

To deliver patient and family-centred and the best possible patient experience, our partnerships with patients, residents and their families include:

- 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
- Training staff on the principles and importance of patient- and family-centred care, patient experience and feedback management
- Appointing consumer representatives to the Cabrini Board, committees and working groups where we share information about our performance and partner with them in developing plans for service improvements

A patient-centred approach must also address the staff experience, as the ability or desire of staff to effectively care for patients impacts on the customer/patient experience. We developed a Renewed Cabrini Experience Program for our staff addressing the key skills required to deliver compassionate connected care. Skills and topics covered include

- building empathy
- language of caring
- communication

- reflective practice
- putting the staff in the patients' shoes - simulation

Customer and patient experience strategy

In April 2019, we launched the Cabrini Patient Experience Strategy 2019-2021.

Redefining and renewing the Cabrini experience was essential to setting the standard of how our people will deliver memorable experiences essential to achieving our vision. Compassionate, connected care was set as the guiding principle that will underpin the Cabrini Renewed Experience. Our people will lead with their hearts and minds to provide safe, effective and exceptional care and service in all our interactions. We will be inclusive, respectful and respond in a personal and memorable way to meet individual needs, preferences and values.

The strategy outlines the key drivers of exceptional patient experience and how it will be brought to life by our customers, patients, residents and families as well as our people. It also aligns with the overarching health strategy, Safer Care Victoria' Partnering with Consumers Framework and the National Safety and Quality Healthcare Standards.

Community Advisory Committee

Cabrini's Community Advisory Committee (CAC) comprises of equal numbers of key members from our organisation and community who work in partnership 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, Cabrini's



Cabrini staff engage with patients and their family about their care, at the triage desk in Emergency Department

Our people will lead with their hearts and minds to provide safe, effective and exceptional care and service in all our interactions. We will be inclusive, respectful and respond in a personal and memorable way to meet individual needs, preferences and values.



Cabrini cares for more than 23,300 day oncology patients each year

Group Director of Nursing, Clinical Education and Research.

The CAC continued its work on key strategic projects to improve the customer experience and healthcare journey. Judy Hacker, a founding member of the CAC and the first consumer Board invitee, stepped down from the Cabrini Board of Directors, and two new Board consumer invitees were inducted. We welcomed Jill Linklater and John Asgari who joined the Cabrini Board of Directors in June 2019 as the CAC representatives.

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 increased the number of members by 9 per cent to 48. The group comprises of 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 during 2018-19, including reviews of new and revised patient information, participation in Cabrini events, collaboration with external healthcare bodies, attendance at committees and key working groups designed to improve the patient experience.

Understanding the patient experience

To improve the patient experience, it is important for Cabrini to obtain feedback from patients, residents and family. Feedback is used 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
- Feedback surveys from patients and families
- Holding focus group discussions and workshops
- Conducting patient and family interviews



Patient Experience Week 2019

In April 2019, to coincide with the launch of the Cabrini Patient Experience Strategy 2019-2021, we held our first Patient Experience Week. During the week, we celebrated the wonderful work of our people who continually put patients, residents and customers first.

One significant activity was encouraging staff to nominate colleagues who do an outstanding job in providing the best possible experience for patients. This uncovered some great stories about people from across the organisation. Staff submitted photos and signed 'Celebrate' posters, enabling others to see how staff were recognised and celebrated.

Nurse Tina was nominated as a Patient Experience Champion for the thoughtful and compassionate care she provides to her patients.

"Tina provides compassionate care to all her patients, from two-year-olds through to 100-year olds. Tina consistently supports her team to enable them to provide the best care possible."

Personal Care Assistant Mark was nominated for his diligence and commitment to providing a safe environment for staff and patients.

"Mark goes beyond every day. Nothing is ever a problem. He is a positive and proactive staff member who is integral to our team."

Nurse Unit Manager Stephanie was nominated for her commitment to improving the patient experience.

"Stephanie leads by example to provide and manage excellent patient experience. On many occasions Stephanie has been able to improve care and safety, enhancing patient and family satisfaction."

Patient Services Assistant Robert was praised for always doing that bit extra for patients.

"Robert has a welcoming, calm manner and has been mentioned by patients in feedback for his wonderful service. He greets patients on arrival with Welcome to Cabrini Brighton."

Justin from Food Services was acknowledged for his work to meet the needs of patients and residents.

"Justin ensures a patient receives the same meal three times a day because that may be all they can eat or feel like eating. He never hesitates to visit patients, residents and their families to discuss concerns and always finds a solution."

We plan to make Patient Experience Week an annual event to celebrate the exceptional experiences our people provide and continue our efforts to improve the patient, resident and customer experience.

PROPERTY AND DEVELOPMENT

The 2018-19 financial year was a particularly busy one for Property and Infrastructure with the construction and commissioning of the new Gandel wing.

- Taking more than 436,000 construction hours, the Gandel Wing is a \$120 million, 12-storey project comprising an expansion of our Emergency Department with the inclusion of medical imaging facilities, five inpatient wards, a day infusion centre, Radiotherapy centre and underground car parking. It was completed 16 weeks ahead of schedule.

Two other major projects were completed in 2018-19. In February 2019, we completed and opened two new orthopaedic/neurosurgery theatres and completed a total refit of central sterilisation department to ensure compliance with the Australian Standard AS4187-2014. Both projects were done in a live environment which involved significant pre-planning to ensure that there were no disruptions to the operation of the hospital.

Throughout the year many minor projects were completed including:

- Installation of new CT scanners at Malvern and Brighton
- Upgrade of domestic hot water systems
- Upgrade of building management systems
- Upgrade of steam headers
- Replacement of air-conditioning systems at a number of sites

Our engineering services team maintained ISO 9001 accreditation and ISO 14001 environmental accreditation.

Our commitment to environmental sustainability continues with gas usage at Malvern decreasing by 0.5 per cent, water usage decreasing by 4.13 per cent and paper recycling increasing by 11.51 per cent.





Cabrini Institute

Cabrini researchers received \$48.8 million in cumulative research grants in 2018-19, an increase of 3.5 per cent from the previous year. Our researchers disseminated the outcomes of their work through 171 journal peer reviewed publications, an increase from last year of 39 per cent, and actively communicated their research to the wider community through 156 conference presentations.

- Established in 1996, the Cabrini Institute supports a wide range of education and research activities. Researchers oversee a diverse research program, as well as developments in clinical education.

Strategy

Cabrini Institute's strategy is premised on building the engine for growth and adaptability that Cabrini needs to succeed in a healthcare environment with digital technological advances, improve access to more effective healthcare, and where customers are taking greater control of their own healthcare decisions.

Cabrini Institute aims to lead the way in translating value-based care so our customers can achieve their individual health goals. We will deliver the difference through four key outcomes that align with the Cabrini Health Strategy:

- Preparing for a value-based care environment
- Advancing precision medicine through research and education
- Building a smart, change enabled clinical workforce
- Being the innovative partner of choice

Mission

The Cabrini Institute is committed to improving the clinical outcomes of patients of Cabrini. It embraces the mission, values and vision of Cabrini and works within an ethical framework. The Cabrini Institute has a vital role in helping Cabrini to achieve its vision – that is:

“We will provide clinical excellence by learning, researching and continuously improving the quality of

our care, and having motivated staff committed to our healthcare mission... We will enhance health and quality of life by treating sickness, and by working with our patients and their families to anticipate, prevent and ease suffering.”

Strategic partnerships

We partner with governments, other healthcare services, specialist colleges, universities; and primary health care providers. We receive funding from the Federal Government Department of Health to support our Specialist Training Program. These trainees generally rotate from the public sector, so we partner with healthcare services to achieve our objectives. Our largest specialist training partner is Alfred Health.

Our partnership with Monash University underpins the academic appointments at Cabrini Institute. We have 88 shared positions across the research departments of Clinical Epidemiology, Medical Oncology, Surgery, Psycho-Oncology, Nursing and Allied Health.

Cabrini is a founding member of Monash Partners Academic Health Science Centre, a partnership between 10 healthcare, research and teaching organisations serving a community of 2.5 million Victorians.

Training our next generation of researchers

Cabrini continued contributing to training our future researchers and making advancements in healthcare, with 24 Masters and PhD students affiliated with our Departments, up from 17 the previous year. This student population will grow in coming months as we recruit

PhD students who will lead innovative research in the Digital and Data-Driven Healthcare space, through our partnerships with Monash Partners and Digital Health CRC. We collaborated in the Monash University–Monash Partners Graduate Research Industry Partnership (GRIP) Program for Digital and Data-Driven Innovation in Healthcare, and three PhD students will be based at Cabrini.

Cabrini Human Research Ethics Committee and Research Governance Office

- 317 active research projects
- 81 new research projects approved by CHREC and Research Governance in FY18-19
- Approximately 20 percent of project applications were for new drug trials

Cabrini Human Research Ethics Committee (CHREC) and Research Governance Office is responsible for reviewing research proposals before the research can be conducted at Cabrini. This is to ensure research protocols are in accordance with the principles set out in the National Health and Medical Research Council *National Statement on Ethical Conduct in Human Research and Australian Code for the Responsible Conduct of Research*, so that the interests of participants, researchers, the institution and the wider community are protected.

Cabrini Research Week 2018

Research Week showcases and celebrates clinical research being undertaken across Cabrini. The week-long event saw poster and oral sessions held at multiple campuses, demonstrating the growth and strengthening of the research culture at Cabrini. This year's event was generously supported by MIA Radiology. A highlight was the keynote presentation delivered by Associate Professor Paul McMurrick and Associate Professor Helen Abud on 'Human mini-guts – How colorectal organoid research will personalise treatment for bowel cancer patients.'

Grants and scholarships

Generous donations for grants and scholarships allow our staff to undertake cutting edge research and professional development to ensure we deliver best patient care and outcomes. The Cabrini Foundation with the support of the Cabrini Institute, funded \$627,000 in grants and \$160,000 in scholarships.

We launched the \$200,000 Auric Innovation Grant round in 2019, made possible through the generosity of Brian and Lee Johnson. Two projects were funded, totalling \$347,000. The successful applicants were:

- **'The Living Lab: Designing the Future of Aged Care – A Collaboration between Cabrini Health and Monash Art Design & Architecture'** (Ms Sharni Clark)
- **'Development of customised distraction techniques for managing acute behavioural disturbance of elderly patients in the emergency department setting**

to limit use of chemical and physical restraint'

(Dr Gabriel Blecher)

A new scholarship awarded this year was the \$10,000 Chair's Award, which seeks to identify and cultivate a future Cabrini leader, and honours the contribution of all past and present Chairs of the Cabrini Board. The inaugural recipient was:

- **Trung Nguyen**, Medical scientist and Histology Manager, who will use the scholarship to travel to the US to present his research at a histology conference in New Orleans, conduct facility visits that use the Leica Spectra Autostainer, and attend the Harvard University course 'Managing Yourself and Leading Others'.

The inaugural \$25,000 Nursing & Midwifery Leadership Scholarship (a Cabrini Nursing & Midwifery Society initiative) was created to foster bold and exemplary leadership. The successful applicants were:

- **Kim Rogers**, Nurse Unit Manager, 1 North at Cabrini Brighton, was awarded \$25,000 to visit hospitals and health institutes in the US that incorporate Women and Heart Disease programs, and attend the 'Leading and building a culture of innovation' course at Harvard Business School.
- **Helen Thompson**, Nurse Unit Manager, Intensive Care Unit at Cabrini Malvern, was awarded \$8700 to attend the New Leaders Development Program run by Melbourne Business School.

Clinical Database Registries

Clinical registries continue to play a greater role in delivering quality healthcare and providing an increasingly important foundation for clinical research. Collecting and analysing megadata provides powerful tools to improve our healthcare for individual patients and the healthcare system more broadly.

Cabrini Monash Colorectal Neoplasia Database

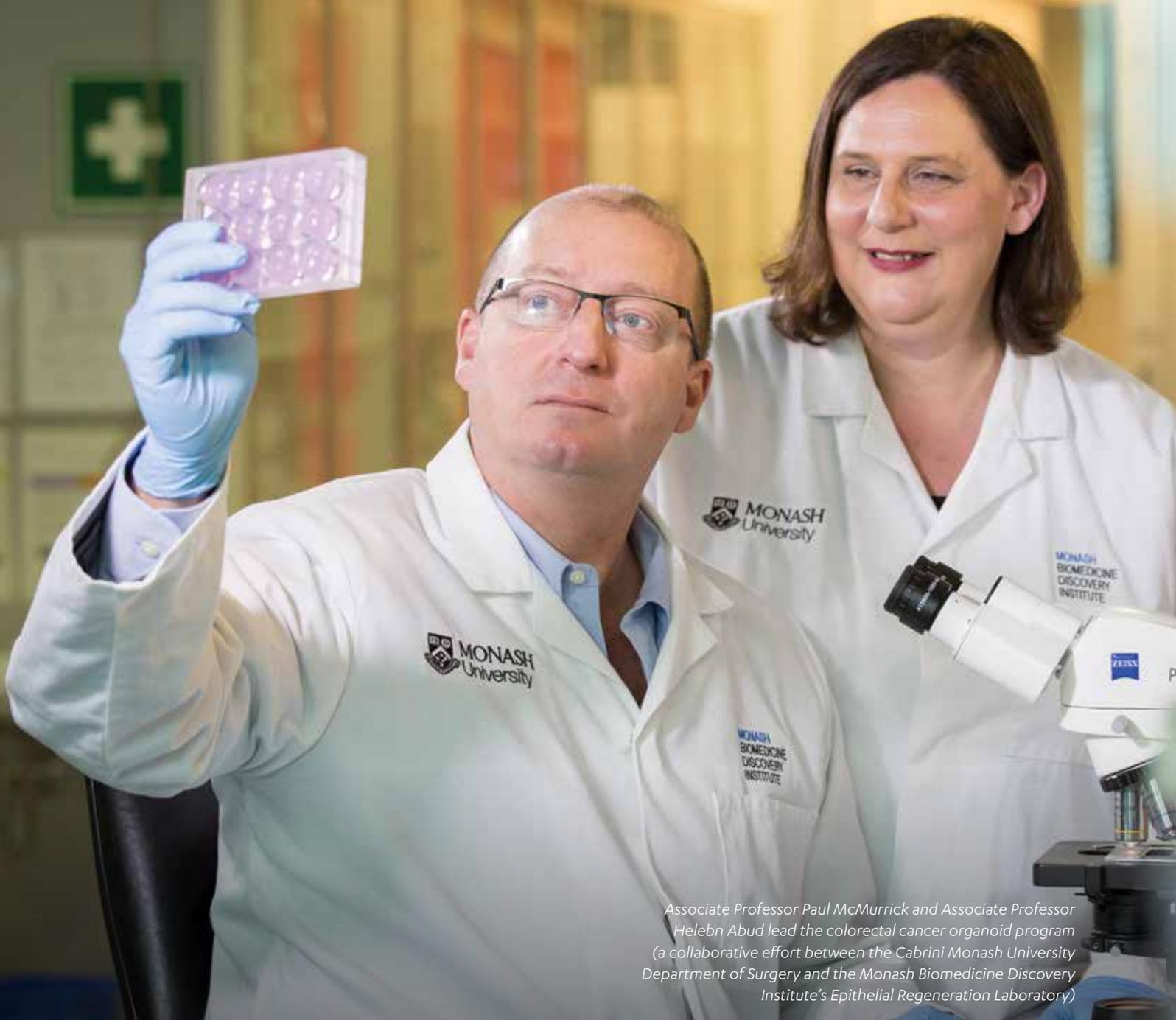
- Data on almost 4500 bowel cancer patients collected from Monash affiliated hospitals
- Almost 1 in 10 bowel cancer patients are under the age of 50
- Uptake in Australia and New Zealand means data for over 33,000 patients is available in the database

Australian Rheumatology Association Database (ARAD)

- 6523 patients in database
- Mean follow up time of each patient 5.27 years
- Total currently completing questionnaires 3061

Brightways: A Cabrini Breast Cancer Service Database

- Data for 1130 patients receiving treatment at Cabrini has been collected
- Information collected for 1570 patients referred to the breast MDT meetings at Cabrini
- In 2018, 99.8 per cent of patients with a first diagnosis of early invasive breast cancer were referred for discussion at a breast MDT meeting



Associate Professor Paul McMurrick and Associate Professor Helebn Abud lead the colorectal cancer organoid program (a collaborative effort between the Cabrini Monash University Department of Surgery and the Monash Biomedicine Discovery Institute's Epithelial Regeneration Laboratory)

Cabrini is a strong supporter of education in healthcare and strives to provide resources and learning opportunities for our staff and our community.

IN 2018-19, THERE WERE:



13,097

FULL TEXT ARTICLES
DOWNLOADED FROM
LIBRARY



68,453

DATABASE SEARCHES
ACCESSED FROM
LIBRARY



20

GP LECTURES HELD



10

Q&A SESSIONS HELD

Cabrini Technology Group

Recognising the need to support digital transformation in healthcare, Cabrini Technology Group has become recognised as a thought leader and a diversified supplier of new and innovative technology solutions and from across the world. The skills, services and products provided by Cabrini Technology Group support the vital work of Cabrini Health as one of several hundred external customers throughout Australia and New Zealand.

› Innovative technology services

Cabrini Technology Group (CTG) employs over 500 people and operates from 22 national facilities augmented by a service partner network of around 200. This enables the provision of technical support anytime, anywhere across Australia and New Zealand. This well-established service now supports CTG's own medical device sales and distribution business AxisHealth which was acquired in June 2019.

The enterprise comprises of three technology pillars, each with a number of sub divisions and brands:

- **Health Technologies** – Providing technical support to hospitals, ambulance services, clinics and laboratories as well as providing consulting services. The brands include Chemtronics Biomedical Engineering, Hospitech Facilities & Asset Management, In-a-Tick Compliance Testing, Biomedical Services New Zealand, and Medical Gas & Pipeline Systems.
- **Information Technologies** – Offers a range of technology services for the health sector, but also to many government agencies, multi-national manufacturers and IT Systems Integrators. The current single trading name within Information Technologies is AWA Technology Services, an iconic Australian brand with over 100 years of history.
- **Assistive Technologies** – Focusses on assistive technology sales and support in aged care, government funded support programmes and private clients funded through the National Disability Insurance Scheme. Chemtronics Direct is the operating division that provides technical service, logistics, warehousing and re issue programmes for State Government funded aged and disability programmes. ALTER (Assistive Living Technology & Equipment Resources) provides sales and

hire of assistive technology equipment focussing on aged care and hospital post discharge. Most recently ALTER has established experience centres where assistive technology providers can trial equipment in a simulated home environment which provides much better outcomes for NDIS customers

Health-Kite

Grown from developments within the Cabrini Centre for Innovation, Health-Kite is a new and emerging brand that now is attached to several fully developed software and hardware-based products. Health-Kite's area of focus is to provide new and innovative technologies for remote and home health that are co-designed with clinical users.

Medical Product Sales and Distribution

In June 2019, CTG added a fourth pillar through the acquisition of a number of business assets from Paragoncare a public company listed on the Australian Securities Exchange. These businesses are grouped under a new pillar name, AxisHealth. Developing a medical technology sales and distribution business was a key strategy identified in the 2015-2020 strategic plan. The commercial opportunities through integrating AxisHealth's current products and brands with the services offered by Cabrini Technology's service divisions provides enormous potential in the coming years. As a direct importer and with access to products from low cost countries, AxisHealth also supports Cabrini Health's medium and long-term objectives of addressing the increasing pressure on health spending on medical capital products and consumables

- AxisHealth sells, imports and distributes of a wide range of medical consumables, capital equipment and medical technologies. Sub brands within AxisHealth

include Anaequip Medical, Rapini, Liberty, Richards Medical, L&R Instruments, Iona Medical, Stralus and Unikits. AxisHealth also has a manufacturing division, GM Medical, which manufactures a range of stainless steel products such as hospital trolleys and bespoke stainless steel products. AxisHealth sells directly to the acute healthcare market and aged care and the primary health market is serviced through a distributor network. AxisHealth sells products that need ongoing technical support which is provided by the relevant technology pillar and strengthens the value that can be offered to its customers.

Operational highlights

Health Technologies

A number of new biomedical engineering contracts commenced in Townsville and Sydney, all large and prestigious hospitals. The hybrid service delivery model that includes both IT and Biomedical Engineering specialists working together as a team on hospital sites continues to gain interest. A new medical technology cyber security management service was launched during the year. Several Hospitech consulting contracts to NSW Health were completed and a number of new contracts awarded.

Assistive technologies

Although statistically the assistive technology stream grew in activity from prior years, there are challenges ahead as state funded programmes transition to national schemes. The ongoing rollout of the National Disability Insurance Scheme (NDIS) created significant disruption to the whole industry. State funded services where Chemtronics Direct has been very successful will scale back considerably. In anticipation, changes have been made during the year to mitigate the risk of a significant downturn in activity. A key mitigation strategy has been the development of a client facing service delivery model, providing services directly as a registered NDIS provider and marketing to prescribers and plan managers. This will allow retention of a percentage of clients that have left the State funded programmes and provide new opportunities as this consumer driven programme continues to mature.

The first of several experience centres was opened in Braybrook, in Melbourne's west. The facility is located within a shopping centre, in a large format store set up to simulate a home environment. Each 'room' is fully equipped with assistive technology products that can be trialled by the user with their therapist prior to committing to purchase. The Braybrook facility provides consulting rooms and meeting spaces for the therapists who guide their client and then prescribe the chosen product. The experience centre concept is new to Australia and feedback received from therapists indicates that it is a distinct point of differentiation from a retail store environment. A smaller experience centre will be opened in Adelaide as part of a new facility that will be

shared by Health Technologies, Information Technologies and AxisHealth. In Sydney, the Assistive Technology facility previously located in Parramatta has now been co-located with other Cabrini Technology services. If the experience centre concept is successful in Melbourne and Adelaide, a further facility will be opened in Sydney.

A growing trend for government agencies to fund rental of home health support equipment rather than purchase has opened new opportunities for ALTER which now offers both rental services and a managed equipment programme. The first significant managed equipment service commenced during the year which involved the supply of over 3100 oxygen concentrators for home oxygen therapy. The contract was won by ALTER and a large logistics project successfully completed, swapping out units across Victoria without disrupting patient therapy. This new contract will deliver a regular sizeable revenue stream over the next five years.

Information technology

Activity continues to grow steadily as skills and capability continue to develop. The demonstrated ability to complete large scale deployment projects, mainly in government has seen a stream of new opportunities. AWA has worked closely with Health Technologies in the development of its new medical cyber security offering which leverages skills from both technology areas. Several IT product distribution agreements were established during the year including Stanley Aeroscout, a leading solution for real time asset and people location. The specific point of interest for CTG is providing workflow enhancement solutions to hospitals. Other distribution agreements were established for supply of computer hardware which compliments deployment projects. There is an additional benefit in that Cabrini Health now has access to IT hardware at distributor pricing, providing opportunities for cost savings.

A new IT service desk offering, specialising in the support of hospitals with electronic medical records (EMR) commenced with its first client being Monash Health. This new service not only supports the in-house team during business hours, but provides the full service for the remaining times, giving the customer around the clock cover. This new service operates with 24 hour, seven days a week shifts working from the Cabrini Technology facility in Mount Waverley. Further opportunities to grow this area exist with a number of public hospitals in Victoria and New South Wales with an anticipated rapid take up of the highly successful service. There is also a benefit to Cabrini Health that now has a full around the clock service, which better supports its needs as digital health initiatives continue to roll out.

2020-2025 Strategic Plan

A 2020-2025 strategic plan will be developed during 2019-20 to replace the current plan, which is almost complete. This will be critical in providing focus for future growth and expansion.



540,891

MEDICAL DEVICES ACTIVELY MANAGED



35,814

ITEMS OF EQUIPMENT HIRED TO PATIENTS' POST-HOSPITAL DISCHARGE



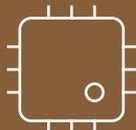
22

OFFICE/WORKSHOP/
WAREHOUSE FACILITIES
ACROSS AUSTRALIA AND
NEW ZEALAND



28,466

REPAIRS AND ROUTINE
MAINTENANCE IN
CLIENT HOMES



100,442

REPAIRS ON COMPUTERS
AND NETWORK DEVICES
NATIONALLY

Cabrini Outreach



Cabrini Outreach is both the oldest and newest service arm of Cabrini Health Limited. The 12 months to 30 June 2019 represent the first complete year of activity under the Cabrini Outreach brand. It has been a busy and productive period, achieving many major steps towards fulfilling our strategy.

- > In January 1948, the Missionary Sisters of the Sacred Heart of Jesus (Cabrini Sisters) arrived in Melbourne from Italy. Archbishop Mannix had invited them to take over St Benedict's, a small suburban hospital previously run by the Sisters of Mercy, and to care for the Italian immigrants fleeing post-war Europe.

The Sisters accepted the invitation as it followed in the footsteps of their newly canonised founder, St Frances Xavier Cabrini, whose first missionary work was with the Italians in the United States and later with immigrants throughout Latin America. Her work was so significant that she was later named the Universal Patron Saint of Immigrants.

The Sisters' early years in Melbourne were difficult. They struggled with the new language and culture, just like the compatriots they had come to serve. With passion, courage and trust in providence, they worked hard to establish a strong foundation. Over time, as the Italians settled into their new lives, the Sisters were able to focus their efforts on healthcare. They drew a loyal and committed band of lay people to work alongside them in their mission of care and service.

In 1992, we who are heirs of that founding community – Sisters and lay people – were urged to remember our missionary roots and to reach out anew to those on the margins of society. For the past 25 years, our outreach program has been delivered through partnerships within Australia and overseas. Our goal was to strengthen our partners' service capacity by offering financial, human and material support.

Cabrini Outreach signals our renewed missionary vision. Building on our past experience, we are now moving to the frontline of service delivery. Our mandate is to seek social justice, alleviate social inequality and enable better healthcare for all, particularly the most marginalised. We are

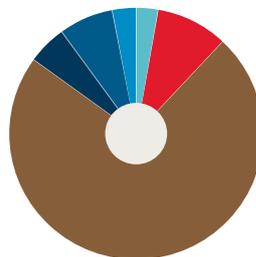
committed to responding to unmet needs in areas where we believe we can make a difference.

Mission

Our mission is to address social disadvantage and contribute to the development of more inclusive, equitable and compassionate communities.

Program

In 2018-19, Cabrini Outreach's total expenditure was \$3.7m, which was \$803,000 more than the \$2.9m expended in 2017-18.



CABRINI OUTREACH REVENUE

- Donations and gifts
- Non-Monetary donations
- Cabrini Australia Limited (cross-subsidy)
- Government and Philanthropic Grants
- Non-Development revenue Cabrini Australia Ltd cross-subsidy
- Medicare, IHMS and Care in Mind Billings



Cathy Wilkie from Cabrini and Gloria Wallis, Senior Indigenous Health Worker



Dr Vanessa Andean and Dr Joyce Lawrence in the Modilon Theatre in Madang, Papua New Guinea

Strategy

The United Nations Sustainable Development Goals are the blueprint to achieve a better and more sustainable future for all. Although we understand that all of the goals are interconnected, our strategy mainly focuses on Goal 3, Good Health and Wellbeing and Goal 17, Partnerships for the Goals.

Contemporary research clearly demonstrates that social circumstance has a direct impact on an individual’s health outcomes. At the heart of the Cabrini Outreach 2020 Strategy is the belief that enabling people to enjoy better health outcomes will take long-term investment, drawing on the wisdom of the community to design effective solutions and establishing strong and effective partnerships where we are working together towards common goals.

Since the plan was launched in March 2018, we have made steady progress towards achieving our strategic goals. Progress in the last 12 months is summarised on the following pages.

Activities and impact

Cabrini Outreach’s mandate is to seek social justice, alleviate social inequality and enable better healthcare. We work within Australia and overseas. Our local priority is to improve health and wellbeing outcomes for Australia’s first peoples, asylum seekers and refugees and people experiencing place-based disadvantage. Overseas, we work in Papua New Guinea and with our sister-organisations in Eswatini and Ethiopia.

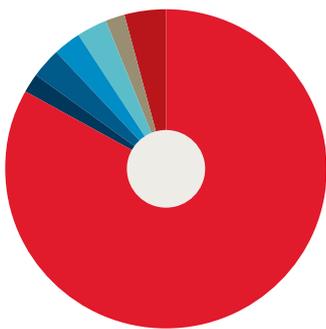
IN 2018-19, WE DIRECTED

	PEOPLE SERVED	EXPENDITURE	% TOTAL PROGRAM EXPENDITURE
Australia’s First Nation Peoples	6,804	\$156K	6%
Asylum Seekers and Refugees	3,512	\$1.21M	45%
People Experiencing Place-based Disadvantage	214	\$351K	13%
International Development	70,962	\$970K	36%

	STRATEGIC GOALS	ANTICIPATED OUTCOMES	FY19 PROGRESS
STRATEGIC GOAL 1	Deliver services that respond to unmet needs and are effective, sustainable, scalable and replicable	Improved access to health services for people who suffer entrenched disadvantage	<ul style="list-style-type: none"> • 451 people seeking asylum used one or more of our health services • 52% had no access to Medicare • 89% had no access to any source of income • 68% of pharmaceutical waivers were for prescriptions for antidepressant and antipsychotic medication
STRATEGIC GOAL 2	Leverage our resources to improve the quality of healthcare delivered by our health partners	Populations served have access to better quality and more reliable care	<ul style="list-style-type: none"> • Hosted International Health Meeting to enable representatives from our sister organisations in Argentina, Eswatini, Ethiopia, Guatemala and partners in Cape York and Papua New Guinea to strengthen relationships and share expertise. • Undertook assessment of performance against international standards with Cabrini Ministries Swaziland and St Mary's Catholic Primary Hospital in Dubbo, Ethiopia to determine priorities for capacity strengthening in the coming year. • Signed auspice and partnership agreements with Catholic Church Health Services of the Diocese of Madang to work together in primary care starting in Malala.
STRATEGIC GOAL 3	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"> • Displayed signage at Cabrini health campuses expressing support for people seeking asylum from November 2018 to February 2019. • Contributed submissions to the Department of Prime Minister and Cabinet Review into Integration, Employment and Settlement Outcomes for Refugees and Humanitarian Entrants, Productivity Commission's Mental Health Inquiry and Victorian Mental Health Royal Commission • Received 1,311 hours of service from pro bono general practitioners, psychiatrists and a physiotherapist at the Cabrini Asylum Seeker and Refugee Health Hub.
STRATEGIC GOAL 4	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"> • Implemented an internal restructure and appointed to new positions of General Manager, Intern and Interim PNG County Representative to increase capacity and strengthen capabilities. • Achieved interim full accreditation with the Australian Council for International Development. • Achieved a three-fold increase in revenue from donations, gifts and external grants and 20% increase in turnover compared to prior financial year.

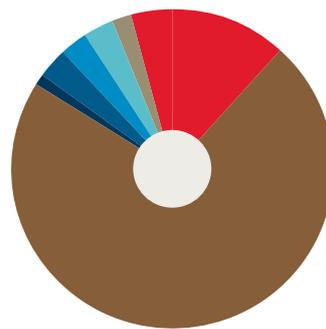
Cabrini Foundation

The Cabrini Foundation had a successful year in 2018-19, raising more than \$9.8 million, including more than \$7 million towards the new Gandel Wing at Cabrini Malvern. On behalf of the team at the Cabrini Foundation and the Cabrini community, our deepest gratitude to all of our donors for your ongoing loyalty and commitment. You are having a life-changing impact on healthcare right here in your own community.



INCOME SOURCES

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



CAPITAL APPEAL

- Donations
- Capital Appeal
- Fundraising
- Sponsorship
- Bequests
- Trusts & Foundations
- Scholarships
- Interest

> **Gandel Wing**

Cabrini’s Capital Appeal for the Gandel Wing is the biggest fundraising campaign in Cabrini’s history, with a target of \$40 million towards the total building cost of \$120 million. The Cabrini Foundation is grateful to the many major supporters who have contributed to the success of this campaign.

In 2018, more than \$7 million was received towards the \$40 million target. The Foundation launched The Next Big Thing in Cancer Care campaign, aimed at raising \$1 million from the Cabrini community towards oncology services in the new building. More than 2200 supporters

rose to the challenge and contributed over \$1.4 million to give patients access to a fully comprehensive cancer service at Cabrini Malvern.

In June 2019, the official opening of the Gandel Wing was held, ahead of patients moving to the new ward in July 2019. Many donors were in attendance to celebrate this significant milestone in Cabrini’s history. Campaign patrons and major supporters John Gandel AO and Pauline Gandel AC spoke about their commitment to Cabrini. Emergency Department supporters Ada and Eva Selwyn also joined guests for a tour of the new facility. Our fundraising endeavours for the capital appeal will continue in the next financial year.

Heartbeat Cabrini

Heartbeat Cabrini continues its vital work of providing support and guidance to patients undergoing cardiac treatment at Cabrini as well as raising funds for Cabrini cardiac programs. Over more than 30 years, Heartbeat Cabrini has raised more than \$2 million and is currently committed to supporting the new cardiac ward in the Gandel Wing. Funds are raised through the annual Heartbeat Cabrini Golf Day, theatre night and bi-annual raffles. The Foundation thanks the Heartbeat commitment and volunteers for their tireless efforts, ongoing commitment and dedication.

Let's Beat Bowel Cancer

Let's Beat Bowel Cancer (LBBC), a health promotion initiative of Cabrini, was established in 1998 with the mission to significantly lower deaths related to bowel cancer through prevention and research. LBBC works to raise awareness of bowel cancer and promote research and education. The LBBC Committee works to raise funds to support the work of LBBC with an increasing focus on the critical work being done in organoid research.

The annual LBBC Golf Classic promotes fundraising and awareness. In 2019, over 200 people attended the Golf Classic, raising over \$100,000.

Cabrini Italians of Melbourne

Launched in 2018, the Cabrini Italians of Melbourne was formed by a group of leaders in the Italian community to reconnect with Cabrini's Italian heritage and raise funds to support the capital campaign.

In September 2018, in the lead up to AFL finals, the Annual Toccolan Club Football lunch was held at the MCG. Guests heard from footy greats Kevin Sheedy, Mark Harvey, Campbell Brown, Bob Murphy and Marcus Bontempelli. Together they raised \$30,000 for the Cabrini Italians of Melbourne and the Cabrini Foundation.

The inaugural Cabrini Italians of Melbourne Gala Ball was held in April 2019, raising in excess of \$90,000 to support Cabrini's new Gandel Wing. More than 400 guests enjoyed a fantastic evening at Brighton Receptions, dancing the night away with the band Select.

Event Patrons, Paul and Rose Spano, spoke about Cabrini's Italian heritage and encouraged the Italian community to support the hospital.

Thanks go to all supporters of the event, including our sponsors Allison Monkhouse, Arcare, Mercedes, Focus on Furniture and A'qto Cycling.

Trusts and Foundations

Thank you to the Charitable Trusts and Foundations for their generous support during the year. In total, we received more than \$250,000 to support a range of activities.

These included:

- Research into using colorectal cancer organoids as a drug screening platform for personalised medicine.

- Identification of the Mental Health of Child Asylum Seekers and Refugees
- Pharmacy assistance for Asylum Seekers and Refugees receiving care at the Cabrini Asylum Seeker Health Hub
- Music therapy program for palliative care patients
- Development of an app for patient-self reporting outcomes of chemotherapy
- Creation of a digital platform for educating oxygen therapy patients

Bequests

In 2018-19 the Cabrini Foundation received more than \$280,000, from eight bequestors who provided for Cabrini in their Will.

Many people who have experienced Cabrini care – often in the most stressful and life-threatening situations – really want to do something that has an ongoing benefit for people who may need similar medical care in the future.

Leaving a gift in your Will is one of the most powerful ways to make a significant difference to the lives of others for years to come.

In the past year, bequests funded several projects including:

- A new \$550,000 operating theatre microscope used by neurosurgical, ear, nose and throat, plastic surgeons and urologists for cranial, back, ear and microsurgery, thanks to the foresight of the late Belinda Lim
- Research into breast cancer, prostate cancer and bowel cancer thanks to bequests left by the late John Hamling, Hugh Wallace and Heather Jones
- Equipment (new shower chairs and listening devices) for Cabrini Palliative Care from the bequest of the late Gweneth Mabel Bowels
- New rehabilitation beds for Cabrini Brighton provided by the late Domenic Romeo Pertile

Grants and Scholarships

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 a reality. Cabrini receives no government funding for research and education. Therefore, scholarships are important to the ongoing development of our staff.

Scholarships enable staff to experience a range of learning opportunities including attending workshops, visiting other organisations in Australia and overseas, presenting at conferences and postgraduate studies.

Many of our scholarship donors are former patients or families of patients who have experienced Cabrini care and recognised the importance of keeping the best, most up-to-date nursing and care staff to provide exceptional care. Scholarships also provide a wonderful opportunity to acknowledge the contribution that Cabrini staff have made to the care of our patients and their families.

In 2018, Brian and Lee Johnstone generously donated \$200,000 to start an Auric (gold) Innovation Fund. This gift reflected their own passionate belief that great things cannot happen without innovation. After many experiences at Cabrini and many conversations with clinicians, nurses and domestic staff, they were keen to



Participants in the LBBC Golf Classic.

express their gratitude and appreciation with a gift that could be accessible to everyone.

The Innovation Fund is available to the whole of Cabrini. It is there to inspire and to empower Cabrini staff. The following two awards have been distributed.

2018 Auric Innovation Project

'The Living Lab: Designing the Future of Aged Care – A Collaboration between Cabrini Health and Monash Art Design & Architecture'

Objective: to improve the lived experience of residents, families and staff in the Aged Care sector by delivering meaningful and innovative solutions designed onsite and informed by a deep understanding of the people using and delivering Aged Care services. A collaboration has been established between Cabrini (Residential Care – Ashwood) and Monash (University) Art Design and Architecture (MADA) in the form of a Living Lab*: a space for collaboration. At Cabrini, designers and MADA network partners will work with staff and residents to solve everyday issues and challenges in Aged Care.

2019 Auric Innovation Project

'Development of customised distraction techniques for managing acute behavioural disturbance of elderly patients in the Emergency Department setting to limit use of chemical and physical restraint'

Objectives: current options for managing patients with Acute Behavioural Disturbance (ABD) in Emergency Departments include pharmacological and physical restraint which are fraught with adverse outcomes ranging from physical injuries and emotional distress to over-sedation and death. Emergency Departments can cause considerable distress to patients who attend with undifferentiated illness, in part due to the environment with rapid turnover, noise and bright lights. The team aims to develop and test innovative media-based distraction techniques to reduce chemical and physical restraint use for elderly behaviourally disturbed patients in the Emergency Department.

Both of these projects meet the Johnstone's objective of working with Cabrini to make amazing things happen.



“I would say to the doctors and staff at Cabrini, thank you for the most unbelievable care,” he says.



Peter Iwaniw – Noosa Triathlon November 2018

It seems like a stretch to call someone diagnosed with bowel cancer at 28 'lucky,' but that's exactly how Peter Iwaniw describes himself.

His determination to get a second opinion after his GP dismissed his concerns about possible bowel cancer and encouragement from his wife to have a second colonoscopy, ultimately saved Peter's life.

And now, Peter's most recent decision to fundraise for Let's Beat Bowel Cancer (LBBC), a Cabrini initiative that aims to lower deaths related to bowel cancer through public awareness, research and medical advances, is a decision that will save others.

After Peter had surgery to remove his cancer, gruelling chemotherapy, complications from surgery, blood clots and many other hurdles, he and Sarah started thinking about the future and planning their wedding.

But when his treatment was finished, his doctor told him patients who exercise and have a diet rich in fruit and vegetables have a lower rate of recurrence, so together Sarah and Peter embarked on a total change in lifestyle.

This led Peter to decide to do the Noosa Triathlon to raise money for LBBC – a combination of getting fit and doing something to support other people with bowel cancer.

Peter raised more than \$45,000. Every cent of the money he raised will be used to increase awareness of bowel cancer as a major public health issue, encourage Australians to be regularly screened for bowel cancer and promote and support ongoing bowel cancer education and clinical research, focusing on prevention, early detection and treatment.

He was also proud to support the doctors and staff who cared for him at Cabrini.

"I would say to the doctors and staff at Cabrini, thank you for the most unbelievable care," he says.

"I don't think you could have better people in your corner; always available, always incredibly caring and just so thorough.

"Thank you for saving my life."

Peter raised more than

\$45,000

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ABOUT US

Cabrini is a Catholic, not-for-profit, charitable healthcare service inspired by the spirit and vision of Saint Francis Xavier Cabrini and the religious congregation she founded in 1880: the Missionary Sisters of the Sacred Heart of Jesus.

Cabrini 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.



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 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.

OUR MISSION

Who we are:

We are a Catholic 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 reach out to identify and respond to unmet needs.

OUR VALUES

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 Mother Cabrini.

Courage

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

Respect

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

OUR 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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