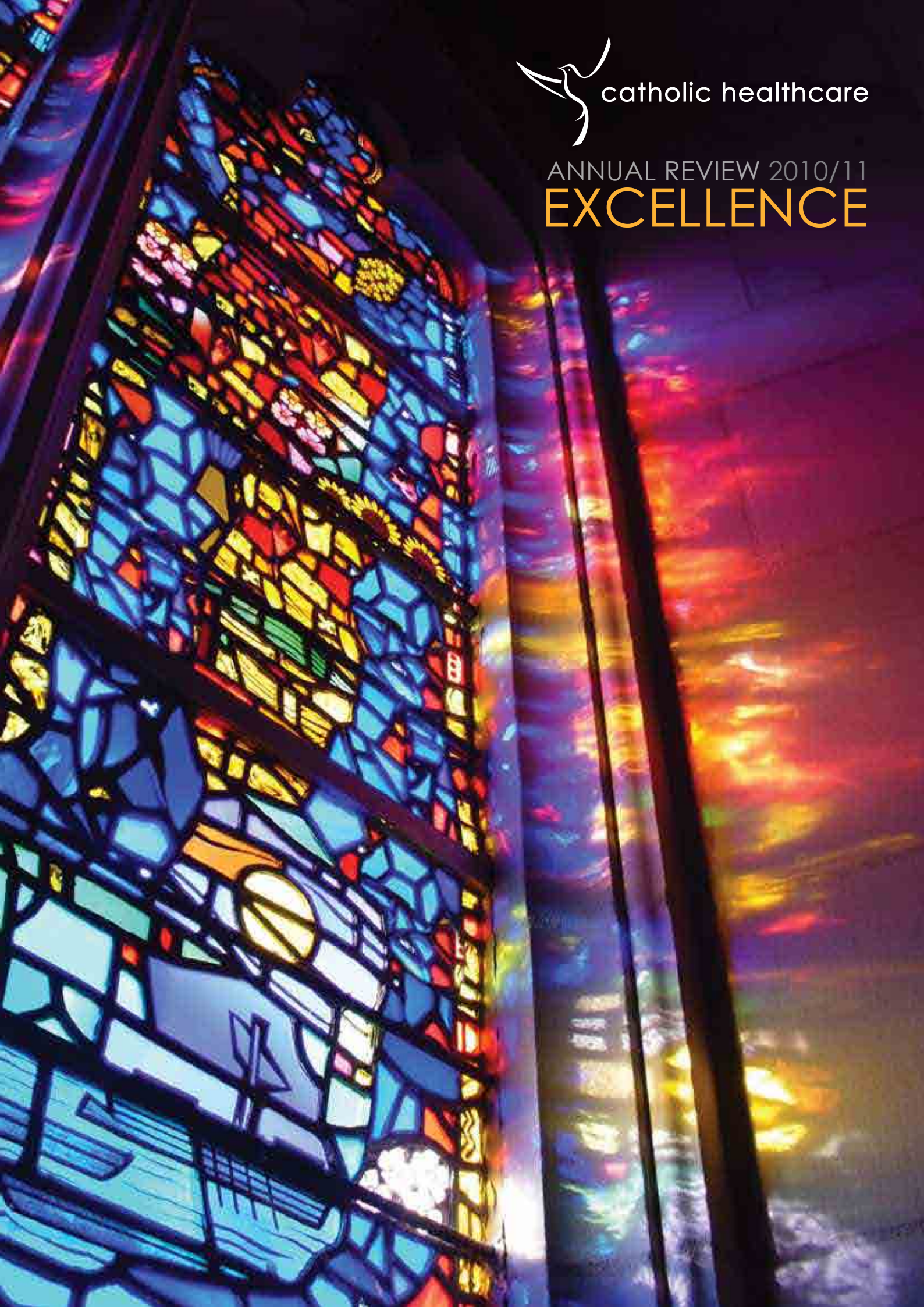




catholic healthcare

ANNUAL REVIEW 2010/11

EXCELLENCE



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About Catholic Healthcare

Established in 1994 by the Bishops of NSW and the ACT, today Catholic Healthcare is one of the largest Catholic providers of aged and community services in NSW. Our mission is to promote life in all its fullness by providing aged, health and community services inspired by the Catholic tradition.

With locations across metropolitan, regional and rural NSW and south-east Queensland, Catholic Healthcare operates three healthcare facilities, 38 residential aged care services and nine retirement communities, and provides services to over 4,400 persons in the community.

With a focus on the values of compassion, honesty, hospitality, respect and excellence, Catholic Healthcare is subject to Federal, State and Canon law, and receives funding from, and is accountable to, the following government agencies:

- Department of Health and Ageing;
- Department of Ageing, Disability and Home Care;
- Department of Families, Housing, Community Services and Indigenous Affairs;
- Department of Veterans' Affairs; and
- NSW Department of Health.

Our symbol is the dove, which speaks of hope and reminds us of the love of God.



A YEAR AT A GLANCE

Catholic Community Services' clients	4,400
Catholic Community Services' programs	33
Residential aged care services	38
Residential aged care places	2,161
Retirement communities	9
Retirement living units	242
Healthcare services	3
Healthcare bed places (acute and sub acute)	159
Annual revenue	\$248,420,000
Total assets	\$545,418,000
Employees	3,588

Combined Report

Catholic Healthcare's mission speaks of promoting life in all its fullness. A reflection upon the year completed, leads us to conclude that our mission is alive and prospering across the breadth of our ministries.

Responding to community needs, Residential Aged Care witnessed the opening of two new facilities – St Peter's, Lane Cove, and Jemalong Retirement Village, Forbes. St Peter's is a residential aged care and seniors living service combined with a public library, café and park to form a unique village that brings the community into the facility. Jemalong is a unique partnership with the local community to form an aged care service that truly meets community needs and expectations.

Refurbishment of existing services has also been a feature of the year. Service enhancements have been completed at our Newcastle, Wollongong and Western Sydney services. Further developments are also currently under way at our Northbridge and Croydon services. At the same time, a major project for the year was the development and implementation of a new Food Services Division. This was in response to resident feedback, and was successfully concluded over six months.

Catholic Healthcare also reached out to assist the Scalabrini Fathers during the year providing operational and strategic management support for their six NSW aged care services. The focus on corporate governance, operating systems and clinical policy will stand Scalabrini Villages in good stead for the future.

Catholic Community Services (CCS) continued to focus on building strong lives and inclusive communities for our clients. CCS was successful in receiving a significant increase in aged care packages, including the largest number of Consumer Directed Care packages in NSW. This confirmed CCS' strong reputation for excellence and innovation.

CCS was also successful in obtaining renewed funding for hoarding and squalor for Sydney services and extending this funding to Newcastle, Wollongong and Southern NSW.

Hawkesbury District Health Service responded to the call from nearby public hospitals during the year by providing additional orthopaedic surgery for long waiting patients. The Hawkesbury Clinical School, attached to the University of Notre Dame Faculty of Medicine, Sydney Campus, was also officially opened.

During the period, David Maher, General Manager of our Healthcare Division, was appointed to the position of managing director of Catholic Healthcare. With many years experience in healthcare and as a member of the Catholic Healthcare executive, David brings with him a wealth of knowledge from within the sector and within the organisation. At the same time, Catholic Healthcare concluded the development of the new Lourdes Hospital at Dubbo. This is a state of the art facility, secured after a long and successful community campaign.

Across the organisation we made significant improvements in our IT infrastructure and software systems, as well as continuing further developments in our mission formation programs. Staff and resident safety was a key focus during the year, with the further development of our workplace safety systems, which will culminate in the launch of a renewed program in October 2011.

In June 2010, Catholic Healthcare was very proud to receive an award for commitment to indigenous traineeships and employment, in addition to having one of our staff members appointed to the NSW Ministerial Advisory Committee on Ageing.



Catholic Healthcare embraces the reform agenda for the future. We are confident we can respond to the changing needs of our communities, consistent with our mission imperative of promoting life in all its fullness.



Our stewardship of resources across the year was particularly pleasing, with sound financial results achieved in all areas of our ministry. We recognise and acknowledge the support and partnership of our funders and our financiers, particularly the Archdiocesan Development Funds. We also recognise the support and encouragement of the Bishops of NSW, the ACT and the Archdiocese of Brisbane in our ongoing mission.

The retirement during the year of our founding Managing Director, Chris Rigby, marks a major milestone in the

history of Catholic Healthcare. Chris was the first employee of Catholic Healthcare, and was instrumental in creating the vision for a health and aged care organisation that brought together many separate Catholic providers in a common ministry. In doing so, Chris has given us a great gift, and we are indebted to Chris for his leadership and foresight.

Aged care is on the cusp of a new direction. The Productivity Commission report *Caring for Older Australians* confirms that the case for reform is compelling in order for Australian

society to respond effectively to our growing aged care needs into the future. The report focuses around three key themes of access, choice and sustainability, with an emphasis on responding to the needs of individuals as they age.

Catholic Healthcare embraces the reform agenda for the future. We are confident we can respond to the changing needs of our communities, consistent with our mission imperative of promoting life in all its fullness.



KERRY JAMES AM

Chairman, Catholic Healthcare Limited and Hawkesbury District Health Service Limited



SR JOANNE KIRK RSM

Chair, Trustees of Catholic Healthcare



DAVID MAHER

Managing Director, Catholic Healthcare Limited and Hawkesbury District Health Service Limited

Mission

PROMOTING LIFE

Catholic Healthcare's mission is to promote life in all its fullness by providing aged, health and community services inspired by the Catholic tradition.

This mission finds expression in the day to day work of staff caring for sick, frail and elderly people. It is experienced by residents and patients who are in need in our hospitals, retirement communities and residential aged care services. It is felt by clients who receive services in their homes, on the streets and in the broader community.

This mission also calls on Catholic Healthcare to strive for excellence in the provision of our services and to care for clients, residents and patients with compassion, honesty, hospitality and respect. In doing so, we aim to cater not only for the physical needs of those in our care but also strive to attend to their emotional and spiritual well-being as well.

PASTORAL CARE

Pastoral care is an important part of the life of Catholic Healthcare.

In the period 2010/11 a number of new pastoral carers were employed across our divisions and have been oriented to their work.

To support the provision of pastoral care in our regional and remote sites where it can be difficult to find trained pastoral carers, our Pastoral Care Scholarship is in operation.

Through this scholarship, five staff members are undertaking certificate level studies in pastoral care. Catholic Healthcare wishes to acknowledge the generosity of the Sisters of Mercy, Bathurst Congregation, who are meeting the costs of one of these scholarships.

PROFESSIONAL DEVELOPMENT

We continue to maintain a commitment to the professional development of pastoral carers and in February 2011, held our second Pastoral Care Conference. Over 100 persons, including Catholic Healthcare staff, attended this important event at the Catholic Institute of Sydney, which focused on presence, stories and ethics at the end of life.

CONTRIBUTION TO THE LIFE OF THE BROADER CHURCH

During the year, the organisation has continued to contribute to the broader life of the Church through its participation in a number of Catholic Health Australia committees including the Formation and Education Committee and the Governance Working Group. We were also invited to give the annual Chaplains/Pastoral Care Development Day for the Diocese of Parramatta. Dominic Arcamone, one of Catholic Healthcare's Managers for Mission and Pastoral Care, led the day.

Through our association with the Scalabrini Fathers, Catholic Healthcare's staff have also been called upon to support the work of the six Scalabrini Villages in NSW, including the provision of pastoral care



Catholic Healthcare's mission is to promote life in all its fullness by providing aged, health and community services inspired by the Catholic tradition.



and liaison with the broader Italian community.

We also continue to work in partnership with a number of Catholic parishes training volunteers to be volunteer pastoral visitors. The training provided benefits both our own services and the parishes involved.

ETHICS

The Catholic Healthcare Ethics Committee continued its work during 2010/11. The Committee considered a broad range of issues concerning the provision of aged and community services and provided advice and support to the organisation.

SUPPORT OF THOSE MOST IN NEED

As a compassionate organisation, Catholic Healthcare has a commitment to the care of those who are most vulnerable, including those who are least able to pay. As a consequence, as at 30 June:

- of our 2,161 residential aged care places, 1,026 residents did not pay a bond or paid a reduced bond;
- of our 242 retirement units, 80 were occupied by residents who did not pay an ongoing contribution.

In addition Catholic Community Services, reduces or waives fees for financially disadvantaged clients and subsidises the operation of the Clergy and Congregational Care unit which provides services to religious and clergy in need in the community.

CARING FROM THE HEART

Perhaps the phrase that best sums up mission within Catholic Healthcare is 'caring from the heart'.

Our commitment to residents, clients and patients is motivated by a deep empathy with those in need.

2010/11 has been a year in which the organisation has maintained this focus on heart-felt care.



L to R: Graeme Doherty, Margaret Woods and Crescy De-Souza from the Mission team

Residential Aged Care

Catholic Healthcare operates 38 residential aged care services and nine retirement communities throughout NSW and south east Queensland.

The 2010/11 financial year has seen a continued focus on our guiding values of compassion, hospitality, honesty and respect in all areas of our residential aged care work, while excellence remains woven into the day to day life of each facility.

Friendly, dedicated staff members strive to provide caring environments and a sense of well-being and community. While individual services vary, all residents can participate in a wide variety of activities, benefit from the focus on holistic care and enjoy the amenities available.

Our new Food Services Division, implemented during this financial year, is delighting residents with fresh, nutritionally balanced meals, made on the premises.

Highly skilled and qualified staff members have participated in continuous training and development so as to provide more specialised care and support services.

Catholic Healthcare's commitment to building developments and upgrades has been a prominent feature of this year. Some impressive plans are in place for new residential aged care facilities, and work to refurbish existing services continues apace.

Put simply, it all adds up to places our residents are proud to call home.

	2010/11	2009/10
Residential aged care services	38	39
Residents cared for	2,161	2,189
Retirement communities	9	9
Retirement living units	242	242



NEW FOOD SERVICES DIVISION BRINGS FRESH FOOD TO RESIDENTS

For many residents, meal times are the most important times of the day. Consequently, excellence in food service delivery is a very important aspect of the work of a residential aged care service. During the year, Catholic Healthcare established a new Food Services Division and has returned the provision of food services in-house at all residential aged care facilities.

Jill Paull, Human Resources Manager, said, "We are very proud to have established a food services division that is delivering freshly cooked, tasty and nutritionally balanced meals to our residents. An enormous amount of effort has gone into its establishment and into the design of the new menus, which will change seasonally."

Catholic Healthcare has employed a Catering Services Manager and recruited chefs, cooks and catering assistants to ensure the organisation's vision for food services is achieved. New menus have been created with input from a dietician and executive chef. The new menus and recipes comply with strict government food safety requirements and have been designed to meet the dietary needs of residents.

According to Tracey Art, Residential Service Manager, Maranatha Lodge, "At our first in-house meal, residents applauded the chef! They are enjoying the homemade soups, fresh vegetables, freshly baked afternoon teas, such as scones, and particularly the hot desserts, such as golden syrup pudding and ice cream."

Residents at each aged care service will be surveyed six weeks after the transition and then again three months after the delivery of the new menus to gauge further their opinions and gather feedback.

PLATINUM AWARD FOR INDIGENOUS TRAINEE PROGRAM

Care of, and concern for, our indigenous residents and staff has motivated Catholic Healthcare to participate in an innovative indigenous trainee program.

The program, a pilot between Catholic Healthcare and The Replay Group, is designed to increase the number of our indigenous employees particularly in regional and remote areas, to improve our ability to offer culturally appropriate care for our indigenous residents, and to improve access to employment for the indigenous population.

As part of the program nine staff members have completed their Certificate III in Aged Care and Catholic Healthcare has received a Platinum Award.

Congratulations go to all staff members involved in the program.

EXCELLENCE IN CLINICAL CARE

Excellent clinical care is an essential part of the life of any quality residential aged care service.

To further promote excellence in clinical care, a residential aged care Clinical Governance Committee was formed during the year. Broadly speaking, the committee monitors clinical

outcomes and resident care issues, and implements appropriate directions to ensure the continued delivery of high quality care in Catholic Healthcare's residential aged care services.

The specific functions of the committee include:

- to assess and evaluate the quality of care services, including the review of clinical practices, and oversight of Root Cause Analysis Processes;
- to report and make recommendations to the Residential Aged Care Executive concerning care service delivery and clinical practice; and
- to monitor and implement recommendations made as a result of assessments and evaluations undertaken by the committee.

The committee has representation from a number of facilities, operational management and the learning and development team.

Thus far, the committee has made changes to forms and processes, had input into educational planning for staff, considered alternatives to existing policies and procedures and formulated planning for an electronic audit system and clinical care management program.

IMPROVING END OF LIFE CARE

Coming to a shared understanding of a resident's illness and its progression, is essential to good end of life care. While this can often be challenging, it is particularly so when the resident has advanced dementia.

During 2010/11, Catholic Healthcare participated in research on this very issue. Working with Flinders University and HammondCare, and funded by the Commonwealth, the research focused on the benefits of case conferencing in promoting a shared understanding of resident care.

A case conference is a meeting that promotes a team-based approach to care planning, information-sharing and communication. It is aimed at quality, person-centred care developed in consultation with the resident's family. Benefits arising from a case conferencing approach include:

- improved care for residents with advanced dementia;
- greater shared decision making;
- increased planning for the future;
- improved co-ordination, communication and information sharing;
- shared learning across disciplines; and
- increased staff and family satisfaction in resident care.

Participating in this research and implementing a case conferencing approach to resident care will benefit residents and their families and also bolster Catholic Healthcare's reputation as a leading Australian residential aged care provider.

RETIREMENT VILLAGE ASSOCIATION OF NSW AND ACT VILLAGE MANAGER OF THE YEAR AWARD

Catholic Healthcare is proud to announce that Jenny Thomas, Operations Manager, Retirement Communities, was recently named a finalist in the Retirement Village Association of NSW and ACT Village Manager of the Year Award. Whilst Jenny was not the ultimate winner, she was one of three finalists and, given that there are 600 retirement villages across NSW alone, this is a very significant achievement.

Karen Martin, Manager Marketing and Retirement Communities, said, *"This is quite a validation of our own approaches to retirement living, our staff and our professional development program. I am delighted with the recognition Jenny received for her dedication to her village and her residents."*

BUILDING DEVELOPMENTS AND REFURBISHMENTS

Throughout the 2010/11 financial year, Catholic Healthcare undertook a significant amount of development, refurbishment and upgrade work of our residential aged care services and retirement communities. These works strive to ensure that services are functionally efficient, that infrastructure is sound and that improvements are made to the aesthetic look and feel of the facility.

Whatever the nature of the work undertaken, a guiding principle for the design team is that Catholic Healthcare's residential aged care services and retirement communities are first and foremost our residents' homes.

ST PETER'S GREEN COMMENDED AT AIA AWARDS

For its design of St Peter's Green, Lane Cove, architectural firm, Hill

Thalis, was announced as the winner of a Commendation in the Multi-unit Category at the 2011 NSW Institute of Architects Awards.

The award provides an opportunity for public and peer recognition of architectural work.

Karen Martin, said, *"We are thrilled with the achievement of this Commendation, which recognises the unique and exceptional environment available at St Peter's Green."*

The residential aged care service offers low and dementia care services for 93 older people and 27 independent living units.

The NSW Institute of Architects' jury citation, stated, *"In a year with a large number of social housing entries, this project stood out as an exemplar of how architects can contribute to this typology."*

NORTHBRIDGE PROJECT - A MODERN, BOUTIQUE FACILITY

Work has begun on the Northbridge Project, an \$8 million refurbishment of the former Paulian Villa Hostel, Northbridge, Sydney.

According to Annabelle Williams, Project Manager, *"The refurbishment*



St Peter's Green

will transform the 72 bed facility into a modern, boutique, 40 bed, low care service, consisting of 23 suites and 17 standard rooms of exceptional quality."

The Northbridge Project will incorporate a new activities room, chapel and courtyard on the lower ground floor, private sitting areas on each level, as well as a large lounge and dining room which will provide exceptional functionality. All bedrooms will have an ensuite and the suites will contain private lounges and beverage bay facilities.

Construction is due for completion in June 2012 and residents due for admission in August 2012.

ST JOHN'S VILLA BECOMES LIGHT AND MODERN

St John's Villa, located at New Lambton, Newcastle, NSW, is home to 46 residents with low support needs. It has recently undergone a \$600,000 infrastructure upgrade and renovation.

Annabelle Williams, said, *"The renovations have transformed the service into a light and modern facility that is welcoming and inviting for residents, as well as functional for staff. Sophisticated is the word that comes to mind when I think of St John's Villa now."*

BETTER ACCESS TO LEWISHAM NURSING HOME

Lewisham Nursing Home, located in Sydney, is home to 56 high care residents. During the 2010/11 financial year, the multi story building gained two new lifts, essential for resident and family access and safety.

OTHER UPGRADES

Many minor upgrades and improvements of facilities occurred during the period as part of Catholic Healthcare's ongoing commitment to providing comfortable and functional homes for our residents.

Charles O'Neill Hostel, located in Mayfield West, Newcastle, NSW,

has undergone a \$50,000 upgrade including refurbishment of the foyer, the offices and the treatment room during the year.

Maranatha Lodge, located in beautiful and peaceful Batehaven on the NSW south coast, has undergone a \$200,000 refurbishment and redesign including refurbishments to the foyer and reception areas, and a new resident lounge.

Aquinas Court, an intimate village community with 30 units located in the heart of the lower Blue Mountains, was refurbished as part of an ongoing upgrade plan with 15 units completed to date.

Villa Maria, located at Unanderra on the NSW south coast, had a fully equipped fresh-cook production

kitchen installed during the year within the existing foot print of the building to service the whole facility.

SUPPORTING OTHERS

Since 2004 Catholic Healthcare has managed Stella Maris, a residential aged care facility, as part of a shared ministry arrangement with the Sisters of Mercy, Parramatta. The management arrangement concluded on 30 June 2011. Catholic Healthcare is pleased to have been able to contribute positively to this ministry of aged care.

In the period, Catholic Healthcare also provided management support to the Scalabrini Fathers for their six services in NSW. The focus on operational and governance issues will stand the Scalabrini services in good stead into the future.



Bryan Martin, Chef, McQuoin Park



Sr Gemma Richardson rsm



“When I think of McQuoin Park with regard to excellence, I think of the care, cleanliness, the atmosphere and the staff. Everyone is wonderful and I am very happy here.”

Sister Gemma Richardson rsm, resident, McQuoin Park, Waitara.



Home sweet home

Sister Gemma Richardson rsm is a spritely 90 year old with a sparkle in her eyes and stories to tell. A resident since 2004 of McQuoin Park, a Catholic Healthcare residential aged care service at Waitara, Sydney, Sister Gemma dedicated her life to teaching and as a religious Sister with the Sisters of Mercy, North Sydney.

Born in Neutral Bay in 1920, Sister Gemma taught English and religion in schools throughout Sydney. Before her retirement, she taught for many years at the oldest independent girls school on Sydney's North Shore, Monte Sant' Angelo Mercy College.

Sister Gemma speaks highly of McQuoin Park, *“When I think of McQuoin Park with regard to excellence, I think of the care, the cleanliness, the atmosphere and the staff. Recently I was on my way to brush my teeth when I tripped and fell. I pressed my wrist alarm and three nurses came within seconds. The care here is marvellous.”*

Sister Gemma enjoys meeting regularly with other Sisters and is proud of the historic connections between McQuoin Park and the Sisters of Mercy, North Sydney.

Opened in September 1984, McQuoin Park was named to honour Sister Ignatius McQuoin who founded the Sisters of Mercy, North Sydney congregation in 1865. Formerly a ministry of the Sisters of Mercy, North Sydney, McQuoin Park joined Catholic Healthcare in 2004. The Sisters of Mercy, North Sydney is a member organisation of Catholic Healthcare.

“I keep busy knitting and reading and I am never bored, there is always something to do. Everyone is wonderful and I am very happy here”, Sister Gemma said.

Sr Gemma Richardson rsm and Alma Williams, Care Service Employee, McQuoin Park



Catholic Community Services

Catholic Community Services (CCS), a division of Catholic Healthcare, works with some of the most marginalised and disadvantaged members of our community to support sustainable, independent and vibrant lives. Through a comprehensive network of programs and services, Catholic Community Services supports the elderly, the homeless and those at risk of homelessness, the financially disadvantaged, people with disabilities, those with mental illnesses, and carers.

A strengths based and enabling culture underpins the work of Catholic Community Services which recognises the need for dignity, respect and independence in a person's life.

The 2010/11 financial year has seen Catholic Community Services grow from strength to strength, as it continues to improve the lives of individuals, families and communities. The most notable highlights of the year include:

- the most successful allocation of Consumer Directed Care (CDC) packages to Catholic Community Services from the Federal Government. Combined with totals from 2010, this achievement makes Catholic Community Services the leading provider in NSW of Consumer Directed Care;
- moving from fourth to third place for overall community aged care package numbers in NSW. This means that Catholic Community Services is now the third largest provider of community aged care packages in the NSW;
- the extension of funding by the NSW Government for CCS to expand its delivery of services to people living with Hoarding and Squalor; and
- success in an application for research funding, in partnership with other leading aged care providers and academics. This research will firstly identify the attributes of Consumer Directed Care that are valued by older people and then trial this service delivery model to assess the health and well-being benefits for clients.

REVENUE	2010/11	2009/10
Community aged care	\$36,823,895	\$33,046,603
Disability services	\$4,802,976	\$4,473,086
Mental health services	\$874,638	\$890,504
Homelessness services	\$2,020,324	\$1,198,228



CONSUMER DIRECTED CARE PACKAGES

During this financial year, the Federal Government announced the allocation of Consumer Directed Care (CDC) packages for 2011/12. Catholic Community Services was the most successful of 23 organisations, with a total of 26 CDC packages awarded.

Under this program, community aged care providers were selected to deliver innovative service models, which will provide care recipients and their carers with greater control over the design and delivery of the care and services they receive.

The 26 packages granted to Catholic Community Services account for 14 percent of the total allocated in NSW. They comprise all CDC types including low care, high care, dementia and respite care, and have been granted to Catholic Community Services in the Riverina/Murray, Central West, Nepean and Orana Far West.

With both 2010 and 2011 totals combined, Catholic Community Services is the leading provider in NSW in the delivery of Consumer Directed Care, with a total of 49 packages.

Catholic Community Services attributes the achievement of this success to many factors including:

- a recognition of the importance of Consumer Directed Care;
- a range of initiatives designed to build the Catholic Community Services reputation for excellence and innovation within the sector and with government;

- a commitment to investing in research and best practice;
- participation in sector forums and conferences;
- high quality care in existing CDC packages in the Central West, Nepean and Orana;
- and above all, extremely competent and dedicated staff who have a great deal of knowledge and expertise in this area.

EXPANSION OF SEVERE DOMESTIC SQUALOR PROJECT

For many years, Catholic Community Services has provided expertise in assisting people living in severe domestic squalor through the Severe Domestic Squalor Project. This project supports and assists people living in environments so unclean that their health, ability to receive services, or their ability to live independently is jeopardised.

During this financial year, Catholic Community Services was awarded an extension of funding from the NSW Government to expand the geographical reach of its Severe Domestic Squalor Project to include the Hunter, Illawarra and Southern areas of the State. Catholic Community Services proudly accepted this funding as further recognition of its leadership in this area.

SUPPORTING INDEPENDENCE FOR CLIENTS LIVING AT HOME

During this financial year, Catholic Community Services was successful in receiving funding from NSW Ageing, Disability and Home Care (ADHC) to commence a demonstration, two year pilot, based on a philosophy of

care that supports re-ablement and restorative services. The results have been so successful that Catholic Community Services' work in this area has been recognised by ADHC via inclusion in the Department's Handbook for Community Care Services.

The pilot, which uses an enabling approach, is markedly different from usual practices in that intensive, individualised support is provided to assist individuals to regain their independence. The services aim to assist clients to regain skills so that they can do things for themselves.

As part of the pilot, a number of new services and functions have been introduced which have since been expanded to benefit all Catholic Community Services' clients including:

- a Health and Well-being toolkit for clients and staff that educates and promotes healthy living;
- a volunteer program that encourages and supports clients to regain independence and to engage in social activities and networks; and
- consumer participation forums established to ensure strong client participation in the process.

COMMUNITY AGED CARE PROGRAM

Catholic Community Services was successful in receiving funding as part of the Aged Care Approval Round (ACAR).

New community aged care packages have been allocated to CCS in areas with existing services including Nepean, Coffs Harbour and Sydney, and in new



Catholic Community Services' client, John Hill Senior

locations including the Hunter Valley, Central Coast and Great Lakes.

Transitional Aged Care Packages (Transpac) have commenced in the Central Coast, the first such service run by Catholic Community Services in a regional area. As a result of this growth, and growth in fee-for-service options for older people, new offices have opened in Gosford and a move has been made to larger street front premises in Newcastle and Wagga Wagga.

WORKING WITH ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES

Work in developing services for Aboriginal people has also been successful, with the funding of the Aboriginal Dementia Advisory Service in the Orana, and the Parental and Community Engagement Program in the Hunter. As a commitment to working with Aboriginal and Torres Strait Islander communities, Catholic Community Services has recently started work on a Reconciliation Action Plan.

INAUGURAL WHITE DOVE AWARDS FOR VOLUNTEERS

To acknowledge the generous work of volunteers, Catholic Community Services introduced the inaugural White DOVE Volunteer Awards. The first awards were presented at a dinner in November 2010 by the Honourable Philip Ruddock Federal MP and Catholic Community Services' General Manager, Janis Redford.

Staff and clients nominated volunteers for the categories of Exceptional Care and Service or the Spirit in Action.

Wendie Bennett received an Exceptional Care and Service Award for her work with the Community Links telephone program which matches volunteers with people who live alone and who are socially isolated and/or at risk.

Other Award recipients include Michelle Ball who received a Spirit in Action

Award for her work visiting a client and helping her to reconnect with the community, Michael and Yvonne Redfern who were awarded Spirit in Action Awards for their tireless work for the clients and staff at the Warnervale Wellness Centre, and Emily Khoudair who received a staff nominated Exceptional Care and Service Award for her work with clients at the Thornleigh Maronite Day Centre.

RESEARCH FUNDING INTO CONSUMER DIRECTED CARE

Catholic Community Services was successfully awarded a research grant during the year which will be used to investigate the preferences, quality of life outcomes and cost effectiveness of Consumer Directed Care approaches. The research titled, *A Health Economic Model for the Development and Evaluation of Innovations in Aged Care: An Application to Consumer Directed Care*, is being funded by the Australian Research Council.

Catholic Community Services will work in partnership with academics from Flinders University, the University of Sydney, the University of Queensland, HammondCare, Helping Hand Aged Care and Aged Care and Housing Group to undertake this important research.

CLERGY AND CONGREGATIONAL CARE

Catholic Community Services' Clergy and Congregational Care unit continued to grow throughout the year, with increasing numbers of health professionals being employed in response to the changing needs of religious congregations and clergy.

The Clergy and Congregational Care unit works with religious congregational leadership teams and dioceses, supporting them to respond effectively to the complex issues of an ageing population by promoting active healthy ageing.

CLIENT PARTICIPATION

Client participation engages clients and carers in decisions about the design, management and delivery of services.

Over the past 12 months, the Client Participation Group has reviewed many documents to ensure Catholic Community Services is communicating clearly with clients through brochures, fact sheets, suggestion forms and the client satisfaction survey. The group has helped in the design of the Client Opportunities program which provides CCS clients with a range of ways in which to participate. The group is also assisting with planning for future client conventions.

CENTRE BASED AGED CARE SERVICES

Catholic Community Services' Centre Based Aged Care Services provides assistance to financially disadvantaged and socially isolated older people. The aim of the service is to assist clients develop, maintain and support their capacity for independent living and social interaction, and to provide carers with day care respite.

Centre Based Aged Care Services has actively integrated a new work approach called the Wellness and Enablement philosophy. The initiative has been augmented by surveying clients currently using centre based services to identify a range of remedial and complementary therapy activities they would be interested in accessing regularly. To date, Catholic Community Services has trialled horticultural therapy, remedial massage therapy and art therapy sessions, which have all been well received.

STRENGTHENING CLINICAL AND ASSESSMENT SKILLS

A number of developments are expected to impact on the aged care sector over the next decade and beyond. These include the transition of the Home and Community Care Program (HACC) to the Commonwealth from 2012, and the

recommendations of the Productivity Commission's Report, *Caring for Older Australians*, released in July 2011.

Catholic Community Services' division of Aged Care in Sydney has responded to these changes with the creation of a Sydney Assessment and Advisory Team to undertake eligibility screening and comprehensive assessments for all home and community care, packaged care and respite services. Crucial to this has been the co-location of Catholic Community Services existing Counselling Advisory and Dementia Advisory Services with the Advisory

Team, enabling staff to benefit from the combination of their skills, knowledge and experience.

The restructure will ensure that Catholic Community Services is able to lead the community sector in client centred initiatives such as re-ablement and Consumer Directed Care aimed at giving people more choice and control over their support needs.

Within the Packaged Care Stream, the clinical care of clients has been greatly improved through initiatives that enable clients to move smoothly from low level

care to high level care as their needs change.

Finally, high level care clients often require clinical or nursing intervention, as part of their care package. In 2011, a senior nurse was recruited to establish best practice and clinical protocols, and other registered and enrolled nurses were employed to undertake both clinical and coordination functions. Dedicated highly experienced community workers have also been specially trained and will continue to work with the nurses to offer excellent care and support to clients.



Catholic Community Services' Senior Community Workers



“Every day I go home with a sense of pride knowing I have made a difference in some of the lives of the older members of our community.”

Janine Cottees, Senior Coordinator – Hawkesbury, Catholic Community Services, Nepean.



Making a difference

Janine Cottees has been working in the aged care sector for the past twenty years, ten of which have been in the role of Senior Coordinator – Hawkesbury, Catholic Community Services, Nepean.

Janine is responsible for coordinating a direct team of eight care workers, conducting client service assessments including occupational health and safety, direct care, and advocacy needs, developing care plans in partnership with clients, and ongoing case management.

Janine says, “I get enormous satisfaction in being invited to share in the life journey of others; supporting their personal choices, and striving

constantly to maintain their value and worth.

“Every day I go home with a sense of pride knowing I have made a difference in some of the lives of the older members of our community.”

Janine believes strongly in the values that underpin Catholic Healthcare.

“I witness excellence every day by teams and individuals within Catholic Community Services and Catholic Healthcare. Striving to meet the individual and logistical needs of our clients can be challenging but the team and I never lose focus. To me, that is excellence.”

Janine was announced winner of the Gold DOVE Award 2011 for the community services division.

Annabel Senior, Director of Regional and Rural Services said, “Janine’s commitment to the highest possible client care is the driving force behind all she does and her work is done in a highly professional way, consistent with our values and in keeping with our mission.”

Janine said, “I feel privileged and humbled to receive the Gold DOVE Award 2011 for the community services division. My achievement was not reached on my own; it has only been possible due to the efforts of the wonderful teams I work with.”



L to R: Janine Cottees with CCS client, Jennifer Morgan

Healthcare

Catholic Healthcare provides a comprehensive range of healthcare services including community nursing, allied health and outreach programs through its three facilities – Hawkesbury District Health Service, Windsor, St Vincent’s Health and Community Services, Bathurst, and Lourdes Hospital and Community Health Service, Dubbo.

The 2010/11 financial year has been a period of significant change for Catholic Healthcare’s hospitals, including new leadership and the start of exciting building and redevelopment plans. All facilities continued to perform well with strong management, highly skilled and dedicated staff, generous volunteers and an overall commitment to excellence.

As a faith based organisation, our patients remain our first priority. This is reflected in every aspect of care and continues to guide our work today and light our path for the future.

HAWKESBURY DISTRICT HEALTH SERVICE

Hawkesbury District Health Service (HDHS) is a 125-bed facility providing public and private healthcare services in the expanding north-west corridor of Sydney. With 24 hour emergency care and four operating theatres, HDHS provides medical, surgical, maternity, paediatric, palliative care, intensive care, coronary care and diagnostic services. The hospital also offers a wide range of community and allied health services.

It was another successful year for HDHS with \$58 million of revenue, a result of strong service growth, high service quality and excellent financial stewardship.

NEW GENERAL MANAGER

On 29 June, 2011, HDHS announced the appointment of a new General Manager, Peter Blanchard. Peter brings with him 14 years experience

as Director of Community Health and Support Services at HDHS. He has a firm foundation in health management, extensive experience in both metropolitan and rural/remote health care provision, and a passionate understanding of the impact of the social determinants of health on a community.

Peter was appointed to the General Manager role following the appointment of David Maher as the successor of Catholic Healthcare’s Managing Director. As Managing Director of Catholic Healthcare, David remains a sitting member of the HDHS Board of Directors and continues to be actively involved in the future direction of HDHS.

NEPEAN BLUE MOUNTAINS LOCAL HEALTH DISTRICT

As part of the Commonwealth health reforms and State government reorientation of service structures during

HDHS admissions	10,563
HDHS patient days	39,288
HDHS non-admitted other occasions of service	71,633
HDHS Emergency Department attendances	20,156
After Hours GP clinic attendances	7,800



L to R: Professor Hayden Ramsay and Her Excellency Professor Marie Bashir

the year, HDHS now forms part of the Nepean Blue Mountains Local Health District (NBM LHD).

As an integral part of the new structure, HDHS' services are organised across the district to achieve the best outcomes for the community. HDHS works closely with other hospitals, including Nepean and Westmead, transferring patients to other parts of the network to receive care when necessary.

FAST TRACKING OF ORTHOPAEDIC SURGERY

Following successful negotiations with the NBM LHD, patients from the Nepean Hospital orthopaedic waiting list were able to receive their elective surgery at HDHS. This has added to the existing demands on HDHS' surgical and support teams who have performed beyond expectation to provide exceptional care to these patients, many of whom have been waiting for well over 12 months for their much needed surgery.

EXPANSION OF REHABILITATION SERVICES

HDHS has successfully negotiated with NSW Health to provide rehabilitation services to patients who would otherwise be waiting to transfer to specialised rehabilitation units.

These mobile rehabilitation services are accessible to HDHS patients in a virtual bed model. This is a terrific improvement for Hawkesbury patients who might otherwise be deteriorating while waiting to commence rehabilitation.

SUPPORTING FAMILIES

Supporting families early is the basis of the HDHS Safe Start model of care introduced in January 2011. The Safe Start model of care assists families in the transition to parenthood, builds on their strengths and identifies any risk factors that may contribute to the development of problems in infants and later in life.

INDIGENOUS HEALTH

HDHS' efforts to improve indigenous health in the Hawkesbury have been publicly recognised again this year. In addition to being a finalist in the Western Sydney ZEST Awards, Vicki Thom, HDHS Aboriginal Community Liaison Officer, has been awarded the prestigious Pride in Workmanship Award by the Hawkesbury District Rotary Club.

CLINICAL GOVERNANCE

HDHS is proud of its proactive approach to clinical care and the improvement of clinical care pathways, giving a strong foundation for adoption of national clinical excellence programs, achievement of clinical competency targets and Australian Council on Healthcare Standards (ACHS) accreditation for a full four years.

HAWKESBURY CLINICAL SCHOOL OFFICIALLY OPENS

The Hawkesbury Clinical School was officially opened by the Governor of NSW, Her Excellency Professor Marie Bashir AC CVO, during a ceremony on 25 February 2011.

Peter Blanchard, General Manager, HDHS, said, "Becoming a teaching hospital is tangible and public

acknowledgement that we are a centre of excellence for health care. It is exciting to think we will be shaping the next generation of doctors."

LOURDES HOSPITAL AND COMMUNITY HEALTH SERVICE

Lourdes Hospital and Community Health Service (Lourdes), located in Dubbo, is a palliative care and rehabilitation hospital operated by Catholic Healthcare.

Having served the people of Western New South Wales for over fifty years, the existing hospital was in need of rebuilding. After a concerted community campaign over several years, Catholic Healthcare was successful in obtaining NSW Government funding for 80 percent of the new hospital costs. Throughout 2010/11 work progressed steadily and, despite an enormous amount of wet weather, was completed in late 2011.

Alison Loudon, Health Service Manager, Lourdes, said, "The redevelopment of Lourdes promises to provide patients in the west of New South Wales with easy and convenient access to a contemporary and state of the art rehabilitation facility that offers quality healthcare."

The new hospital, which is a partnership between Catholic Healthcare and NSW Health, will continue to provide specialised rehabilitation, palliative care, transitional care and geriatric assessment. The new facility will also include community and outreach services and a hydrotherapy pool and gym.

OUTSTANDING ACHIEVEMENTS

The work of Lourdes and its dedicated staff members was recognised during the year through the successful achievement of various prestigious awards.

SKILLSET AND CENTRAL WEST GROUP APPRENTICES EMPLOYER OF THE YEAR AWARD

Lourdes has had a large number of staff members successfully complete various traineeships during the year and was announced as a winner of the annual Skillset and Central West Group Apprentices Employer of the Year Award.

DOCTOR SAHUKAR INNOVATION AWARD

The Doctor Sahukar Innovation Award for 2010 was granted to the Adams Ward Team at Lourdes for their Models of Nursing Allocation. The Doctor Sahukar Innovation Award is granted to an individual staff member who, or department that, has developed innovative ways to improve their service provision.

ABORIGINAL HEALTH AWARDS

Robyn Payne, Indigenous Specialised Health Worker, ACAT Dubbo, received a finalist nomination in the NSW Aboriginal Health Awards for her valuable work within the Aboriginal Community. The awards, which are run by NSW Health, are designed to recognise individuals, teams, agencies and communities that work to improve the health and well-being of Aboriginal people in urban, rural, regional and remote NSW.

DUBBO CHAMBER OF COMMERCE RHINO AWARDS

Each year the Dubbo Chamber of Commerce and Industry runs the Dubbo Chamber of Commerce Rhino Awards which are designed to acknowledge, promote and reward business excellence.

This year Lourdes was nominated for five categories – Service with a Smile, People's Choice, Customer

Service, Products and Service, and Occupational Safety. It was with great pleasure that Genelle Reid, Administration Officer, accepted the winning award in the Service with a Smile category.

Other outstanding achievements for 2010 include the results of the annual Community Satisfaction Survey for the Community Nursing Team which revealed an impressive 100 percent satisfaction rating for service provision.

As an integral part of the health precinct in Dubbo and Western NSW, Lourdes places much importance on offering information on its service provision. Over the past 12 months the hospital has provided guest speakers at community functions including Mixed Probus, Men's Probus, Ladies Probus, Diabetes Australia, Self Funded Retirees and various residential aged care facilities.

ST VINCENT'S PRIVATE HOSPITAL, BATHURST

On 1 September 2010, after an extensive review and exploration of all possible options, Catholic Healthcare closed St Vincent's Private Hospital, Bathurst. The reasons behind this decision were long and complicated and the decision was made with much sadness.

Care of the staff as well as the patients was of paramount importance throughout the closure process.

Catholic Healthcare facilitated support for staff via counselling, job search workshops and Centrelink presentations. 90 percent of the St Vincent's nursing staff members secured employment at Bathurst Private Hospital or in the local area within eight weeks.

Despite the intensity of the situation, all staff members are to be commended as they never wavered in their commitment to delivering excellent healthcare to their community.

During the 2010/11 period, Catholic Healthcare commenced a short term lease arrangement with Day Procedures Australia on the St Vincent's site. As a result, Bathurst Private Hospital was born.

ST VINCENT'S OUTREACH SERVICES, BATHURST

St Vincent's Outreach Services continues to provide community nursing, diabetes education services, dietician services and aged care assessment services to the community of Bathurst and the surrounding district.

Outreach Services has provided over 21,000 occasions of service to the community. Some of these services have been delivered via a new initiative from the Diabetes Education Department, whereby members now attend medical centres and see clients when they attend a General Practitioner appointment. This initiative has greatly enhanced an integrated approach to healthcare. Initial evaluations show a high degree of client and doctor satisfaction.

The close affiliation with the St Vincent's Hospital Ladies Auxiliary continues. Within the period, the Auxiliary donated a wound care chair to District Nursing which ensures both patient comfort and staff safety during complex dressing procedures.

Catholic Healthcare is proud to be continuing a 90 year tradition of service to the Bathurst community and envisions further growth of services in the future.



The St Vincent's Outreach Team

“I feel really privileged to be placed at
Hawkesbury District Health Service”

Gordon Lau, medical student, Hawkesbury Clinical School

A healthy partnership

Kelly Wilkinson and Gordon Lau are third year medical students studying Bachelor of Medicine/Bachelor of Surgery degrees at the University of Notre Dame, School of Medicine, Sydney. As part of their studies, Kelly and Gordon undergo clinical education and training at the Hawkesbury Clinical School thanks to an innovative partnership between the university and HDHS.

Kelly and Gordon, along with 22 other students this year, rotate through six clinical disciplines during their 40 week stay. The students are mentored by medical specialists at the health service and gain experience in the community, in specialist consulting rooms and, during the psychiatric term, at St John of God Hospital Richmond.

Kelly, who is passionate about rural health, explained the Hawkesbury Clinical School provides students with benefits that are not always available in other larger hospitals.

“The relatively small size of the hospital means it is easy for health care professionals to quickly find students to participate in anything that would help clinical and professional learning. My training at Hawkesbury Clinical School has been improved by the unlimited range of health care provided at the hospital, both public and private, and with a degree of excellence from everyone involved.”

For Gordon, who has also been awarded a Sydney University medal, doing his clinical placement at Hawkesbury has been a fantastic experience.

“I seriously could not have asked for a better third year clinical placement.”

“Under the superb guidance of our Placement Coordinator, Professor Lal, the team at Hawkesbury District Hospital and the attached Community Health Centre, our days consist of attending ward rounds, clinics, and/or surgery. I feel really privileged to be placed in the Hawkesbury District Health Service this year.”



Kelly Wilkinson



Gordon Lau

Our people

While systems and processes are always important, it is the quality of the staff at Catholic Healthcare that ultimately has the greatest impact on the lives of residents, clients and patients. We constantly seek to employ people who share Catholic Healthcare's vision and values and who are passionate about providing high quality care.

Catholic Healthcare aims to have a workplace culture that fosters and supports excellence in all aspects of our organisation. This year we continued our tradition of recognising outstanding staff with the annual Gold DOVE Awards, further developed our safety frameworks and maintained a strong focus on learning and development programs for staff.

We are proud of all our people and their commitment to Catholic Healthcare's mission, to promote life in all its fullness.

SAFETY FIRST

During the year, further development occurred of a safety framework designed to improve the management of workplace injury and risk. Revised policies, as well as a new dedicated intranet site, were launched in October 2010. The various elements of the site will in time provide managers at all levels with a valuable resource tool. It is expected that the complete framework will be finalised by October 2011 and launched by the end of the year.

LEARNING AND DEVELOPMENT

During 2010/11, Catholic Healthcare maintained a strong focus on the development of core skills for staff.

Supporting services to deliver a consistent and quality orientation program was also a priority.

The 2011 Learning and Development program, created in consultation with service staff, has been designed to provide particular support in the areas of mental health, financial management, accreditation and core skills.

Embracing flexible learning opportunities has been a key component of the program. On-site coaching, a Learning and Development newsletter and research and resources links for self-directed learning, have resulted in greater access to professional development opportunities for employees.

Acceptance of these initiatives has been improved through the use of an annual program guide and calendar which allow staff to select activities that meet their individual needs.

WORKFORCE PROFILES

Category	2010/2011	2009/2010
Employees	3,588	3,454
Male	15%	14%
Female	85%	86%
Full-time	18%	18%
Part-time	54%	55%
Casual	28%	27%
Length of service	2010/2011	2009/2010
1-2 Years	44%	36%
3-5 years	25%	20%
Over 5 years	31%	44%
Age profile	2010/2011	2009/2010
Up to 40	33%	33%
41-50 years	28%	29%
Over 50 years	39%	38%



GOLD DOVE AWARD WINNERS

Each year Catholic Healthcare recognises four staff members who have demonstrated an exceptional level of service. For the period 2010/11, the achievements of these four Gold DOVE Award winners were celebrated during a Mass held on Catholic Healthcare's Foundation Day, 21 July 2011.

ALISON LOUDON - GOLD DOVE AWARD, HEALTHCARE DIVISION

The Gold DOVE Award winner for the healthcare division was Alison Loudon, Health Service Manager, Lourdes Hospital and Community Health Service, Dubbo.

In addition to her usual duties, in the period, Alison played a major role in the development of the new Lourdes Hospital, a very significant undertaking.

Peter Blanchard, General Manager of Catholic Healthcare's healthcare division, said, "*Whilst it is generally expected of a manager at this level to perform to a high standard, the complexity, the demands on time and the relative isolation of rural services, all bring added weight to the role which Alison has embraced with high levels of ability and good will.*"

CAROL NOWAK - GOLD DOVE AWARD, RESIDENTIAL AGED CARE DIVISION

For the exceptional care and service demonstrated during the 2011 floods, Carol Nowak, Residential Manager, Villa Maria Centre, Ipswich, was awarded a Gold DOVE Award from within the residential aged care division.

Chief Operations Officer of Residential Aged Care, Alasdair Croydon, said, "*During the recent floods in Ipswich, Carol demonstrated exceptional leadership. She prepared the service for flood and then 'hunkered down' for the duration. Her care and concern for both residents and staff meant that she put their needs over hers. Carol spent several days and nights unable to go home. Not once did Carol approach this with anything but good humour.*"

JANINE COTTEES - GOLD DOVE AWARD, CATHOLIC COMMUNITY SERVICES

Janine Cottees, Senior Coordinator – Hawkesbury, Catholic Community Services Nepean, was awarded the Gold DOVE Award for the community services division.

Annabel Senior, Director of Regional and Rural Services, said, "*Janine has worked for Catholic Healthcare for*

nearly ten years and has developed her skills as a provider of high quality client care, as a mentor and manager and as a team member willing and able to take on new challenges.... Her commitment to the highest possible client care is the driving force behind all she does and her work is done in a highly professional way, consistent with our values and in keeping with our mission."

JILL PAULL - GOLD DOVE AWARD, CORPORATE OFFICE

The Gold DOVE Award for the corporate office was awarded to Jill Paull, Human Resources Manager.

Sam Galluccio, General Manager Human Resources, said, "*Jill should be recognised for her passionate commitment to her role of Human Resource Manager. The fact that Jill places so much effort and focus on the welfare of staff, shows a tremendous level of commitment to the mission and values of the organisation."*

Catholic Healthcare applauds all Gold DOVE Award winners and thanks them for their exceptional contribution to the mission of the organisation and the betterment of the lives of residents, patients and clients.

Change of leadership

CHRIS RIGBY

After 16 years of service, Chris Rigby, Catholic Healthcare's first and founding Managing Director, retired in March 2011.

Chris' leadership of the organisation has been inspirational and transformative. Under Chris' guidance, Catholic Healthcare has grown into one of the largest Catholic providers of health, aged and community services in Australia. Today Catholic Healthcare provides care through 38 residential aged care services and nine retirement communities, provides services to over 4,400 persons in the community, and provides support and healing through three healthcare services.

A man of many strengths, Chris has instilled in the organisation vision, courage and determination, a commitment to faith, and a passion for the respectful, compassionate and

excellent care of those in need. These qualities will endure.

Catholic Healthcare acknowledges the significance of Chris Rigby in its founding story and expresses its gratitude to Chris for the work undertaken in the past 16 years. We congratulate Chris on his successes to date and wish him every success, joy and blessing in the future.

DAVID MAHER

Following in Chris' footsteps, David Maher was appointed to the position of Managing Director of Catholic Healthcare in April 2011.

David took up his new role after ten years as the General Manager of Hawkesbury District Health Service, a Catholic Healthcare health service in western Sydney.

In addition to many years experience

working as part of Catholic Healthcare's Senior Executive Committee, David has over 20 years experience in health care management and holds a Bachelor of Commerce degree and a Masters of Business Administration degree.

Kerry James AM, Chair of the Catholic Healthcare Limited Board, said of the appointment, *"The Board is looking forward to working with David and is pleased that the successor to Chris Rigby has been sourced from within the organisation."*

David was commissioned as Managing Director as part of Catholic Healthcare's Foundation Day celebrations held on 21 July 2011.

Speaking of his new role David said, *"I am honoured to take up this appointment and commit myself wholeheartedly to Catholic Healthcare's mission, vision and values."*



CHRIS RIGBY



DAVID MAHER



“Listening to others who are going through huge challenges in their life, makes me value and appreciate my own life a great deal more and also the lives of others.”

Wendie Bennett, Catholic Community Services' volunteer



Volunteers

On any given day at Catholic Healthcare, there are well over 600 volunteers generously giving of themselves and their time. However they choose to give, from fundraising to personally supporting someone to rebuild their lives, the efforts of volunteers are priceless.

While we highlight two outstanding Catholic Healthcare volunteers from the 2010/11 financial year, Catholic Healthcare acknowledges and thanks all those who give of themselves as volunteers.

GIVING AND RECEIVING

Seong Min Lee, known in Australia as Ryan, is studying for his Juris Doctor within the Faculty of Law at the University of Sydney. Ryan is also a volunteer with Catholic Community Services. Ryan came to Australia from Korea to make a better life for himself and his family but initially found the stress of the new environment made him lonely and depressed.

Ryan searched for a part time job but with no success, so decided to look for a social activity that could make him “feel alive again”. He reached Catholic Community Services by referral from Hornsby Council and became a volunteer of the In House Community Visitors program, which connects elderly people who live in their homes with members of the community.

Ryan visits his client regularly, helping him learn basic computer skills and simply sharing each others' company.

“Thanks to Catholic Community Services, I have had a great opportunity to make friends with a gentleman who loves to learn. Previously, I considered myself as the one giving but now I realise, the one who got help was me.”

A LIFETIME OF VOLUNTEERING

Wendie Bennett has been a volunteer with Catholic Community Services since 2008 and this year received an Exceptional Care and Service Award

for her work with the Community Links telephone program, which matches volunteers with people who live alone and who are socially isolated and/or at risk. For Wendie, giving to others is integral to the person she is.

“I grew up on a beautiful South Pacific island and was part of a harmonious community where everyone helped each other in all aspects of daily life. This has made me want to contribute to each community that I live in.”

A mother and grandmother, Wendie says, “The best part of being a volunteer is the rewarding relationship that I am able to build with my client. I learn so much, am given so much, and I always feel greatly privileged to be a part of this special person's life.”

Wendie adds, “Listening to others who are going through huge challenges in their life, makes me value and appreciate my own life a great deal more and also the lives of others.”



Catholic Community Services' volunteer Ryan with his children



L to R: Catholic Community Services' volunteer, Wendie Bennett, with her client

Generosity

There is a phrase that is well known and well loved at Catholic Healthcare; it is 'caring from the heart'. Ordinarily this phrase is applied to the organisation and its staff. However, there is another group of people that also cares deeply and in a heart-felt way. This group is made up of our many donors, all of whom reach out in a spirit of giving and with the desire to improve the quality of life of our residents, clients and patients. These pages celebrate their generosity. In gratitude we offer you our thanks.

Donations and bequests > \$10,000

Beswick Family Fund
K James AM

Donations and bequests \$1,000 - \$10,000

J Barwick
M J Cahill
P Casey
M M Clear
Cronulla RSL Club
B Davidson
P Lynch
P J McCullagh
Port Waratah Coal Services
M Reemst
M Rossi
G & P Sherwin
The Society of Our Lady of Lourdes
E Weber
Whelan Investments Pty Limited



DONATIONS AND BEQUESTS
\$100 - \$1,000

Academy Tiles
 R Allen
 A Andresson
 W A S Atkinson
 P J Barnett
 M Barrett
 W Barrow
 J H Bowring
 J Bryant
 K Burns
 R Carlton
 Catholic Womens League East Maitland
 P Cayzer
 T Collins
 J Conaty
 K J Conway
 B Cotton
 G & S Cummins
 R Daly
 N Dart-Kelly
 C Dayeian
 J & M Dempster
 L Diener
 W Donohoe
 P Duane
 C Dunn
 E Edenborough
 D Elliott
 K Evans
 R A Farrell
 R Fehon
 J Ferguson
 T Gilbert
 L Glynn
 M Green
 E Harting
 D Hill
 A Ho
 Invocare Australia
 H Johnson
 M Keane
 H Keen
 A Kempe
 M Kennedy
 S Keyte
 J King
 D Kinsella
 L Lawson
 W Lawson
 S Lenihan
 M Levy
 L Littrich
 G Loughman
 W F Lowe

T C Luciano
 J Malone
 A Marskell OAM
 H McCorry
 R P McDonald
 P McEnery
 M McMahan
 E Mercuri
 E Metz
 P Millburn
 M Miller
 S Mogielnicki
 E Monro
 R Morris
 S & M Motallebi
 B Mulvihill
 P Nacard
 M O'Callaghan
 H O'Reilly
 Our Lady of the Nativity
 Our Lady of the Way
 A Peterson
 J Ploskodniak
 H Porter
 E J Quail
 K Reitsma
 W Richards
 L P Robberds
 F M Rolfe
 P J Ryan
 A Ryan
 P Scott
 M Sexton
 K Simpson-Lee
 Sisters of Holy Family of Nazareth
 C Sniekers
 Society of the Sacred Heart
 V Stinson
 S Storrier
 W Stuart
 H Suhanic
 G A H Swan
 J F Sweeney
 B Sweeny
 C Thomas
 W Tyler
 P & J Van Kruyssen
 J Vanny
 E Vasta
 A Vidmar
 A L Vu
 E Y Waldron
 A Wansey
 W Watterson
 K L & J E Willis
 M Young



THANK YOU FOR YOUR GENEROSITY

This beautiful artwork depicting St Mary of the Cross MacKillop was donated by the Rossi Family Foundation

Governance

Catholic Healthcare's governance structure operates under both canon law and civil law. This structure ensures that our foundational responsibilities are carried out in accordance with the Statutes of Catholic Healthcare, the public juridical person, and canon law. It also provides transparency and accountability between the canon law and civil law levels of governance. Our governance structure is underpinned by our mission, vision and values.

CANON LAW - PUBLIC JURIDICAL PERSON

Our governance structure comprises Catholic Healthcare - the Church entity.

Catholic Healthcare was canonically established and erected as a public juridical person by the Bishops of the Province of Sydney and the Archdiocese of Canberra and Goulburn on 21 July, 1994.

Our foundational responsibilities are enshrined in the Statutes of Catholic Healthcare and the norms of canon law. The governance of our public juridical person is entrusted to the Trustees who are appointed by the Members' Representatives at the Annual General Meeting. Each Member organisation appoints a person to act as its representative.

Catholic Healthcare, the public juridical person, is comprised of the following Members:

- Archdiocese of Canberra and Goulburn
- Brigidine Sisters, NSW Province
- Diocese of Bathurst
- Diocese of Lismore
- Diocese of Parramatta
- Diocese of Wollongong
- Maronite Diocese of St Maroun
- Our Lady of Dolours parish, Chatswood
- Sisters of Mercy, Bathurst
- Sisters of Mercy, North Sydney
- Sisters of Perpetual Adoration
- Sisters of St Joseph, NSW Province
- Sisters of St Joseph, Perthville
- Sisters of the Little Company of Mary
- St Augustine's parish, Coffs Harbour
- St Thomas Aquinas parish, Springwood.

CIVIL LAW – ENTITIES

The Trustees of Catholic Healthcare is a statutory body corporate created under the *Roman Catholic Church Communities Lands Act (NSW) 1942* (the Act) and is the civil law entity of Catholic Healthcare, the public juridical person. This body corporate holds all property on trust for the community (the public juridical person) for the use, purposes and benefit of the community. By virtue of this Act, the governance of the Trustees of Catholic Healthcare is entrusted to the Trustees.

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

Catholic Healthcare Limited - is a not-for-profit public company limited by guarantee and provides residential aged care services, retirement communities and community services. Catholic Healthcare Limited is also an affiliated health organisation with funding from NSW Health and provides services through 2 third schedule facilities at Lourdes Hospital and Community Health Service, Dubbo, and St Vincent's Community and Health Services, Bathurst.

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

TRUSTEES OF CATHOLIC HEALTHCARE 2010/11

Trustee	Continuing/Resigned/ Appointed	Date
Sr Joanne Kirk rsm, Chair	Continuing	
Herbie O'Flynn, Vice Chair	Continuing	
Br Julian Liddiard OH	Continuing	
Maureen McCabe OAM	Continuing	
Prof Jack Flanagan	Continuing	
Vivienne Llewellyn	Retired	31 August 2011
Sr Judy Sippel rsj AM	Continuing	
Ray Reynolds	Retired	31 August 2011

DIRECTORS OF CATHOLIC HEALTHCARE LIMITED 2010/11

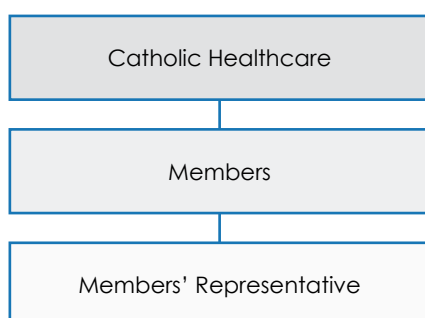
Director	Continuing/Resigned/ Appointed	Date
Kerry James AM, Chair	Continuing	
Paul Johnson, Deputy Chair	Continuing	
Chris Rigby	Resigned	31 December 2010
Jim Tate	Continuing	
Sr Diana Hayes rscj	Continuing	
Graeme Harding	Continuing	
David Maher	Appointed	1 January 2011
Prof Dimity Pond	Appointed	1 May 2011

DIRECTORS OF HAWKESBURY DISTRICT HEALTH SERVICE LIMITED 2010/11

Director	Continuing/Resigned/ Appointed	Date
Kerry James AM, Chair	Continuing	
Graham Wright, Deputy Chair	Continuing	
Chris Rigby	Resigned	31 December 2010
David Maher	Continuing	
Dr Vasco de Carvalho	Continuing	
Terry Conoulty	Continuing	
Alan Crouch	Appointed	1 August 2010
Gabrielle Armstrong	Appointed	1 May 2011

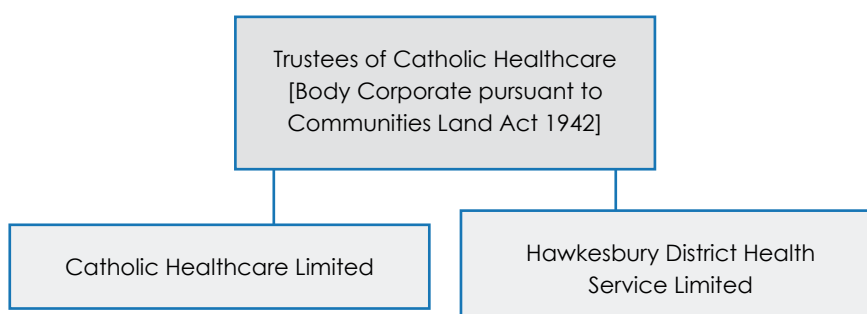
CANON LAW

Public Juridical Person



CIVIL LAW

Civil Entities



Stewardship

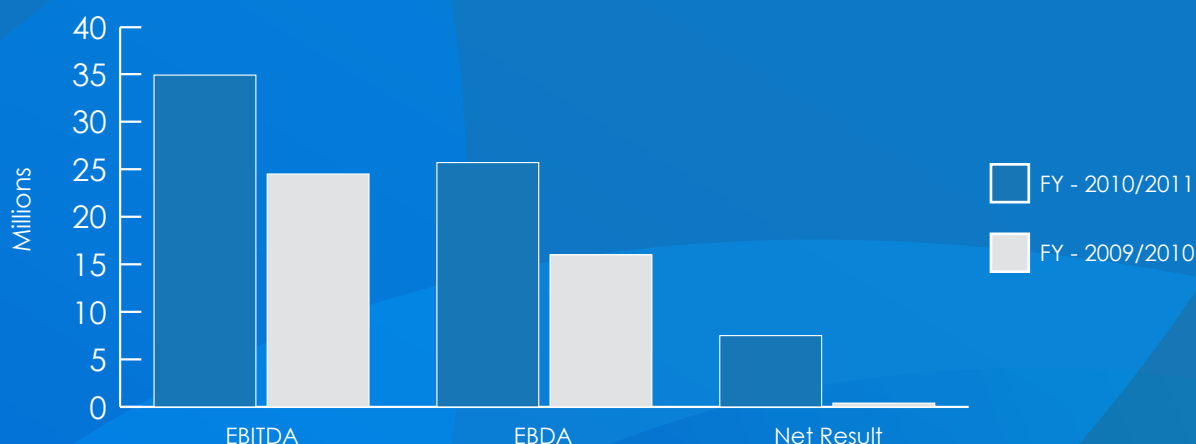
Financial Report 2010/11 - Summary
For the Year Ended 30 June 2011

With strengthening operational performance and occupancy levels, completion of renewal programs and an increase in total assets, the 2010/11 financial year has been an outstanding year for Catholic Healthcare in terms of its underlying trading results.

This strong financial base together with a keen focus on mission imperatives enables the organisation to continue to grow as a vibrant and sustainable ministry that cares from the heart and promotes life to the full.

2010/11 - AN OUTSTANDING IMPROVEMENT IN NET RESULT

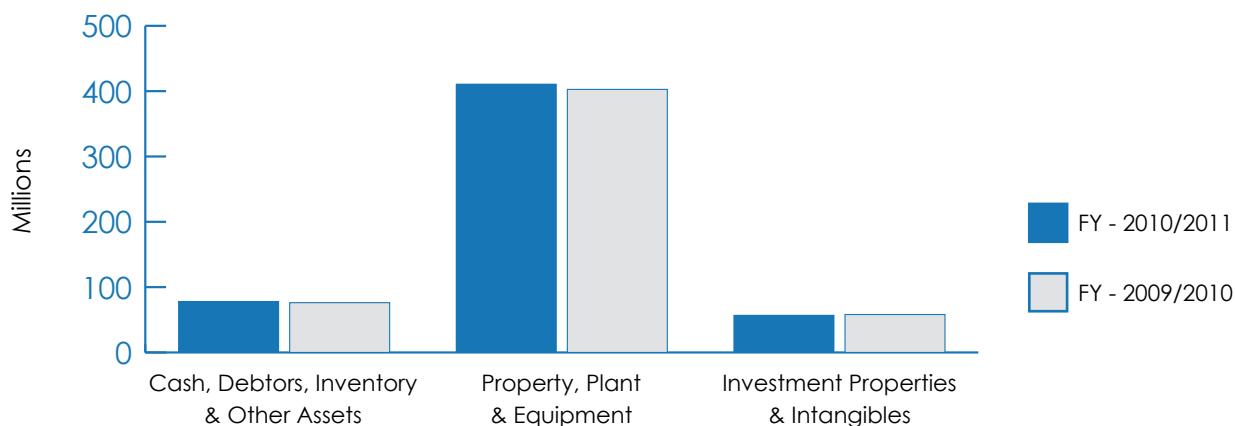
Financial Result	\$ Millions		Growth %
	2010/2011	2009/2010	
EBITDA	34.9	24.5	42.4
EBDA	25.7	16.0	60.6
Net Result	7.5	0.4	1,775.0



The 2010/11 financial year was an outstanding year in terms of underlying trading performance. The significant increase in net result for the year relates to residential aged care and is a direct result of strengthening operational performance and the occupation of recently completed mission growth and renewal programs.

TOTAL ASSETS

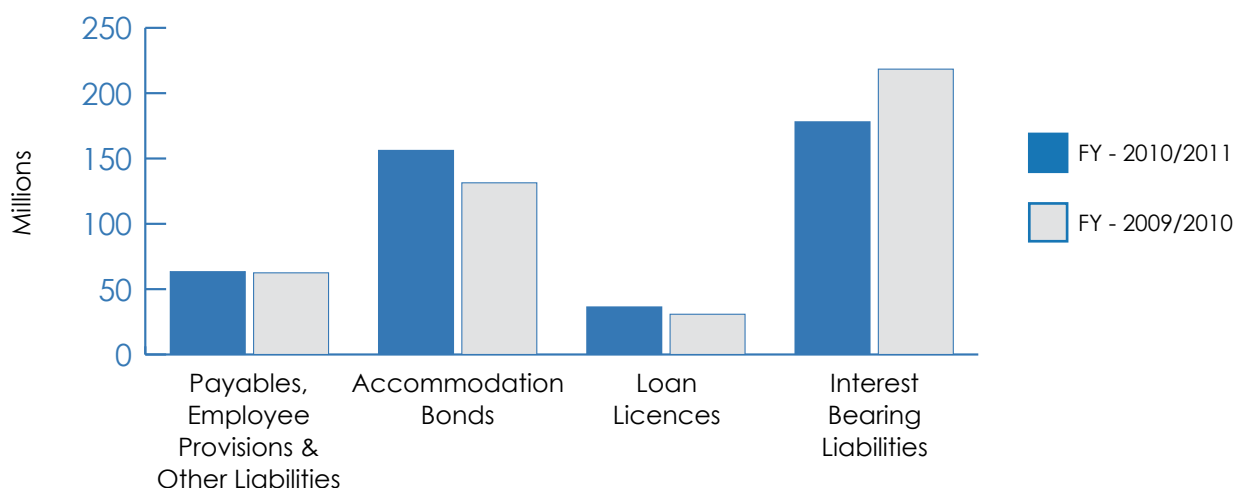
Total Assets	\$ Millions		
	2010/2011	2009/2010	Growth %
Cash, Debtors, Inventory & Other Assets	78.0	76.2	2.4%
Property, Plant & Equipment	410.6	402.7	2.0%
Investment Properties & Intangibles	56.8	58.1	(2.2%)
Total Assets	545.4	537.0	1.6%



The increase in total assets predominately relates to a \$7.9m increase in Property, Plant and Equipment. This increase in Property, Plant and Equipment includes additions of \$24.4m; a revaluation increase of \$10.7m; asset disposals of \$6.7m; depreciation expense of \$17.6m and assets transferred to Held for Sale of \$1.5m.

TOTAL LIABILITIES

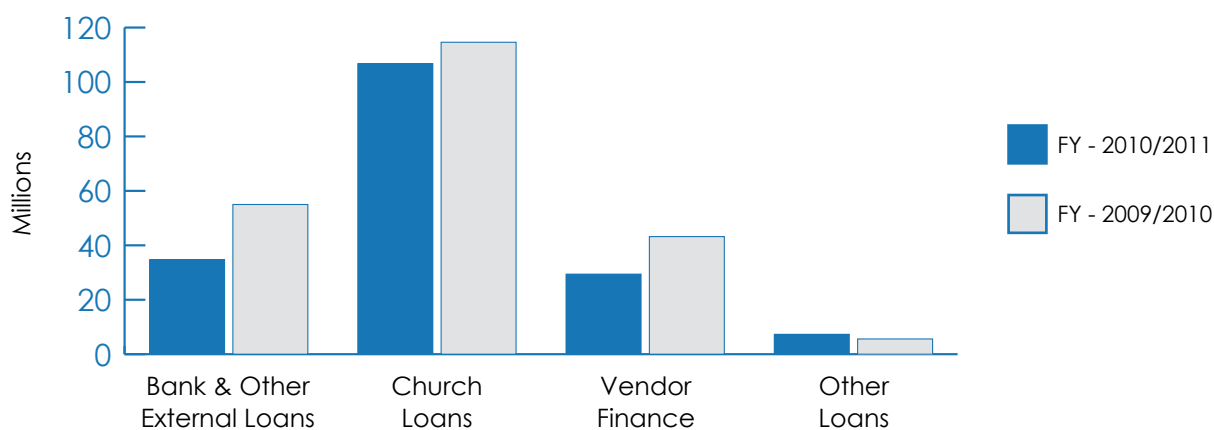
Total Liabilities	\$ Millions		
	2010/2011	2009/2010	Growth %
Payables, Employee Provisions & Other Liabilities	63.4	62.5	1.5%
Accommodation Bonds	156.2	131.4	18.9%
Loan Licences	36.4	30.8	18.2%
Interest Bearing Liabilities	178.1	218.4	(18.5%)
Total Liabilities	434.1	443.1	(2.0%)



The increase in Accommodation Bonds is associated with new services at Lane Cove and Coffs Harbour. The Loan Licences increase is directly attributable to the St Peter's Green Retirement Community at Lane Cove. The very pleasing reduction in Interest Bearing Liabilities has been possible due to the strong operating result and the cash flow from Accommodation Bond and Loan Licence sales.

INTEREST BEARING LIABILITIES

Interest Bearing Liabilities	\$ Millions		Growth %
	2010/2011	2009/2010	
Bank & Other External Loans	34.7	55.0	(36.8%)
Church Loans	106.7	114.6	(6.9%)
Vendor Finance	29.4	43.2	(32.1%)
Other Loans	7.3	5.6	30.1%
Total Interest Bearing Liabilities	178.1	218.4	(18.5%)



Repayments of Interest Bearing Liabilities have resulted in cash outflows of \$52.5 million during the year. Offsetting these debt repayments are loan drawdown's of \$8.7m which are largely due to the capitalisation of ongoing interest obligations. We continue to recognise the support of the Brisbane Archdiocese Development Fund, the Canberra/Goulburn Catholic Development Fund and Westpac Banking Corporation.

Please contact the Company Secretary ph 8876 2113 or email eoliver@chcs.com.au for a copy of the Statutory Accounts for the individual companies within the group.

List of services

RESIDENTIAL AGED CARE

Bethlehem House, Kogarah
Blakeney Lodge, Tumut
Bodington, Wentworth Falls
Brigidine House, Randwick
Charles O'Neill Hostel, Mayfield West
Coolamon Villa, Mullumbimby
Emmaus Village, Kemp's Creek
George Mockler House, Mona Vale
Holy Spirit Aged Care, Revesby
Holy Spirit Croydon, Croydon
Holy Spirit Dubbo, Dubbo
Jemalong Residential Village, Forbes
Lewisham Nursing Home, Lewisham
Lewisham Retirement Hostel, Lewisham
Macquarie Care Centre, Bathurst
Maranatha Lodge, Batehaven
Mater Aged Care, Forbes
McQuoin Park, Waitara
Our Lady of Loreto Gardens, Hamlyn Terrace
Ozanam Villa, Lismore
Percy Miles Villa, Kirrawee
St Anne's Home, Perthville
St Augustine's Aged Care, Coffs Harbour
St Bede's Home, South Hurstville
St Catherine's Aged Care, Bathurst
St Francis Aged Care, Grafton
St Francis Aged Care, Orange
St James Villa, Matraville
St John's Villa, New Lambton
St Joseph's Aged Care, Coffs Harbour
St Mary's Retirement Village, Berkeley
St Mary's Villa, Dubbo
St Peter's, Lane Cove
Stella Maris Aged Care, Cronulla (until 30 June 2011)
Villa Maria Centre, Fortitude Valley Qld
Villa Maria Centre, Ipswich Qld
Villa Maria Centre, Unanderra
Vincenzian Aged Care Service, East Sydney

RETIREMENT COMMUNITIES

Aquinas Court, Springwood
Bishop McCabe Village, Towradgi
Charles O'Neill Units, Mona Vale
Emmaus Village, Kemp's Creek
McQuoin Park, Waitara
Ozanam Villa, Lismore
St Mary's Retirement Village, Berkeley
St Peter's Green, Lane Cove
The Bailly, Orange

CATHOLIC COMMUNITY SERVICES

Central Coast
Central West
Hunter
Mid North Coast
Nepean
Orana
Riverina Murray
Southern Highlands
Sydney

HEALTHCARE

Hawkesbury District Health Service, Windsor
Lourdes Hospital and Community Health Service, Dubbo
St Vincent's Health and Community Services, Bathurst

Compassion

Excellence

Honesty

Hospitality

**Catholic Healthcare Limited/
Catholic Community Services/
Lifestyle Home Services**
ABN 69 064 946 318

Hawkesbury District Health Service Limited
ABN 80 065 091 714

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Respect