



Mercy Health

Care first



Mercy Hospitals
Victoria Ltd

2020-21

REPORT OF OPERATIONS



The Mercy Health reconciliation story in images

The Mercy Health Report of Operations 2020-21 features original artwork by Yorta Yorta and Gunnai artist Dixon Patten. Dixon is Director and Designer of Bayila, an Aboriginal-owned graphic art company founded in Melbourne (Nairn). Dixon's own story is entwined with Mercy Health, having been born at the Mercy Maternity Hospital in East Melbourne. Dixon was also present for the birth of his two nieces at Mercy Hospital for Women in Heidelberg.

Here, Dixon explains the narrative and symbolism of the artwork:

This artwork represents Mercy Health's commitment to reconciliation and honours the connection and dedication to the communities it serves.

The central motifs represent the founding Sisters and Mercy Health's heritage story. The figures represent strong women and honouring the maternal roots of Mercy Health's identity. The hands represent Aboriginal people and honouring them as the First Peoples of Australia. The feet represent Aboriginal and non-Aboriginal people walking together in reconciliation and exchanging energy, knowledge and perspectives.

The formations to the left and right of the Sisters' represents the various branches

of Mercy Health beyond maternity. The various circles represent the different communities and the pathways depict our connection to each other.

The boomerangs represent returning to culture principles for guidance while on the reconciliation journey. The shields represent resilience. The 'birthing' trees represent traditional Aboriginal birthing practices; where a woman's placenta was placed in a tree and that tree was sacred to the newborn and during their lifetime. The gum leaves represent being 'Welcomed to Country'.

The coolamon was used for many traditions: babies were carried in them as a nurturing practice and they were also used in smoking ceremonies, which are a spiritual cleansing ritual. The message sticks were used as a 'passport' to allow others to cross the different countries, this allowed for exchange of dialogue and education.

The ancestors are wrapped in their possum-skin cloaks, a tradition in which a person had one cloak from birth to death.

Mercy Health was formed in Nairn (Melbourne). In the artwork, Bunjil and Waa, two creator beings for the Kulin (traditional owners of Melbourne) fly overhead, guiding and protecting us on our life's journey.

Title: wabung-ngetel

Call of Country
Gunnai Language

Artist

Dixon Patten
Bayila Creative
Gunnai and Yorta Yorta



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Cover: Werribee Mercy Hospital Emergency Department registrar Simon and nurse Tayla; Werribee Mercy Hospital midwife Sarah providing care and support during the coronavirus pandemic to mum Gowthami and her baby, born in September 2020; Dad Mahmut, mum Sinem and sister Alara with baby Dilhan at Mercy Hospital for Women.

Back cover: Werribee Mercy Hospital surgical team. **Opposite:** Linette and baby Marcella at Mercy Hospital for Women.

WELCOME

“Let us take one day only in hands at a time. Resolve to do good today and better tomorrow,” wrote the Founder of the Sisters of Mercy, Catherine McAuley.

A century ago, when the global influenza pandemic arrived in Australia, the Sisters of Mercy responded to the call to care for the sick and dying. In 2020–21, a year distinguished by another global pandemic, Mercy Health (which operates as Mercy Hospitals Victoria Ltd) staff responded with the same mission, compassion and fortitude. We are incredibly proud of and grateful for our staff, especially those in Victoria’s western suburbs where the pandemic hit hardest, for continuing to put *Care first* every single day.

As the pandemic wore on and notwithstanding the sad loss of life and the terrible injury and suffering to many, Mercy Health was also able to celebrate some achievements and milestones. These included being chosen by the Victorian Government to operate a new early parenting centre in the City of Whittlesea in Melbourne’s northern suburbs — recognition of more than 70 years’ experience in early parenting through the O’Connell Family Centre. In February, we were thrilled to celebrate the Mercy Health Breastmilk Bank ten-year anniversary at the Melbourne Zoo. Grateful families with thriving children joined breastmilk donors and staff to mark the occasion.

In May 2021, Mercy Health welcomed Associate Professor Helena Frawley as Associate Professor of Allied Health within our Health Services. Helena will work closely with researchers and clinicians from various fields to improve health outcomes for women and babies.

Meanwhile, we remain focussed on serving the needs of the burgeoning population in Melbourne’s south-west. We were grateful to receive some funding toward the redevelopment of Werribee Mercy Hospital in the 2020–21 State Budget, which will be used to finalise our planning and business case.

Following on from the Royal Commission into Victoria’s Mental Health System, Mercy Health received funding to increase our mental health staff intake. This will greatly assist in addressing critical workforce shortages and will allow us to continue to improve our care to those accessing our mental health services.

This year, we sadly farewelled Reverend Emeritus Associate Professor Cormac Nagle OFM. Throughout his life Fr Cormac was a highly respected colleague and friend to many. Mercy Health remembers him as an outstanding theologian and ethicist, a valued supporter and, most importantly, a kind and gentle man.

Finally, we would like to thank the State Government of Victoria for its ongoing support, our partners for their contribution to allow us to care and, most importantly, all Victorians and their families who trust and choose us to partner with them in their care.

In accordance with the Financial Management Act 1994, we are pleased to present the Report of Operations for Mercy Hospitals Victoria Ltd for the year ending 30 June 2021.



**Adjunct Professor
Stephen
Cornelissen**
*Group Chief
Executive Officer*

A handwritten signature in black ink, appearing to read 'Stephen Cornelissen'.



Ms Virginia Bourke
Chair

A handwritten signature in black ink, appearing to read 'Virginia Bourke'.

INTRODUCTION

Although this year was another difficult year, our Health Services staff rose to the challenge and continued to provide safe and high-quality services to the people in our care.

During 2020–21, our Health Services were tested in a way they have not been tested since the influenza pandemic of 1920. Our team responded with agility and creativity to allow us to manage the unprecedented complexity and risk of the fast-moving and fast-changing pandemic environment.

Our staff adapted well to both the public health directives and a range of events and service challenges. During the year, they conducted drive-through testing, vaccination clinics, responded to the Royal Commission into Victoria's Mental Health System findings and continued to deliver exceptional clinical care. While the impacts of COVID-19 were experienced across the whole system, Werribee Mercy Hospital was on the frontline during the second wave of infections in Victoria, with the City of Wyndham being the epicentre for cases.

Throughout this time, we were able to maintain a focus on *Care first* and drive a number of important strategies. The Innovate Reconciliation Action Plan 2021-23 was endorsed by Reconciliation Australia. Mercy Health was announced as the provider of a new early parenting service to be located in the City of Whittlesea and Mercy Health Breastmilk Bank celebrated its ten-year

anniversary. We also commenced master planning for Werribee Mercy Hospital and appointed an Associate Professor of Allied Health. These achievements, which were delivered during such a challenging time, highlight the dedication and capability of our staff and the unique capacity we bring as a denominational provider of public health.

We would not have been able to achieve what we have in 2020–21 without our partners from many organisations including the Health Service Clusters, now referred to as Health Service Partnerships. We extend our thanks to our partners and to the Victorian Government for its ongoing support.



**Adjunct Professor
Jason Payne**
*Chief Executive
Health Services*

A handwritten signature in black ink that reads "J. Payne".



Werribee Mercy Hospital midwives (L-R) Emma, Nicole and Sandra with mum Yuan Tian and dad Prashant Tandon holding baby Ethan.

FINANCIAL COMMENTARY

Operating result	2021 \$000	2020 \$000	2019 \$000	2018 \$000	2017 \$000
Total revenue	478,330	447,109	418,690	411,984	359,916
Total expenses	490,267	459,560	428,670	361,521	332,337
Net result from transactions	-11,937	-12,451	-9,980	50,463	27,579
Total other economic flows	5,572	-1,399	-4,574	-134	1,498
Net result	-6,365	-13,850	-14,554	50,329	29,077
Total assets	217,463	220,161	228,332	220,744	147,830
Total liabilities	122,044	118,307	112,698	90,556	67,971
Net assets/Total equity	95,419	101,784	115,634	130,188	79,859

	2020-21 \$000
Net operating result *	91
Capital purpose income	4,517
Specific income	0
Assets provided free of charge	0
Assets received free of charge	0
COVID-19 State Supply Arrangements — Assets received free of charge or for nil consideration under the State Supply	0
State supply items consumed up to 30 June 2020	0
Expenditure for capital purpose	0
Depreciation and amortisation	16,545
Impairment of non-financial assets	0
Finance costs (other)	0
Net result from transactions	-11,937

The 2021 financial year was a challenging one for Mercy Hospitals Victoria Ltd (MHVL) with MHVL incurring a Comprehensive Loss for the year of \$6.4 million.

The loss result for the 2021 financial year includes Long Service Leave revaluation adjustments of positive \$5.6 million and depreciation expenses of \$16.5 million which are partially offset by capital and interest revenue of \$4.4 million, culminating in MHVL being in line with our Statement of Priorities (SoP) target.

The response to the COVID-19 global pandemic resulted in substantial operational expenses, as well as curtailing the ability to reduce operational expenditure

in other operating areas. It also had a material negative impact on our ability to achieve acute inpatient targets due to the cancellation of elective surgery, reduction in Emergency Department presentations and acute medical admissions for several months in the first half of the year, with those impacts felt at both Werribee Mercy Hospital and Mercy Hospital for Women. Subacute activity was also impacted at Werribee Mercy Hospital.

Throughout the financial year, additional funding provided by the Department of Health to support COVID-19 expenses and to support MHVL in achieving its Statement of Priorities (SoP) financial projections meant that SoP targets were met in this area.

MERCY HOSPITALS VICTORIA LTD

Mercy Hospitals Victoria Ltd (formerly Mercy Public Hospitals Inc) is a company limited by guarantee and a charity registered by the Australian Charities and Not for Profits Commission. It is a Denominational Hospital as set out in Schedule 2 of the *Health Services Act 1988* (Vic).

Mercy Hospitals Victoria Ltd forms part of Mercy Health, a Catholic not-for-profit organisation which provides a range of health, aged and community care services to communities in Victoria, the Australian Capital Territory, New South Wales, Western Australia and Queensland. Mercy Health works closely with government to identify and respond to current and emerging health needs in our communities. We acknowledge the generous support offered by the Victorian Government over the past 12 months.

The relevant ministers for the reporting period were:

- The Hon Jenny Mikakos MP, Minister for Health and Minister for Ambulance Services (1 July 2020 to 26 September 2020)
- The Hon Martin Foley MP, Minister for Mental Health, Minister for Equality (1 July 2020 to 29 September 2020), Minister for Health, Minister for Ambulance Services and Minister for Equality (26 September 2020 to 30 June 2021)
- The Hon James Merlino MP, Minister for Mental Health (29 September 2020 to 30 June 2021)

The predominant objectives for which Mercy Hospitals Victoria Ltd (the Company) was established are:

1. to carry on or assist in the carrying on of the charitable activities of the Sisters of Mercy in connection with hospital, healthcare and related services.

2. to operate:

- Mercy Hospital for Women, Heidelberg
- Werribee Mercy Hospital
- other hospitals, health and related services, as determined by the Company.

3. to educate and train:

- medical, nursing, social welfare and pastoral care students at undergraduate, intern and postgraduate level
- others engaged in hospital, healthcare and related services on a paid or voluntary basis.

The Company will operate at all times as part of the mission of the Catholic Church in conformity with canon law and in conformity with the ethical framework of the Institute of Sisters of Mercy of Australia and Papua New Guinea.

Central to our mission is providing care for those in need, irrespective of religion, faith, beliefs or background.

OUR SERVICES

Mercy Hospitals Victoria Ltd provides acute and subacute hospital care, mental health programs, specialist women's and newborns' health, early parenting education and support, and palliative care services.

Mercy Hospital for Women (MHW) is a tertiary hospital based in Heidelberg, Victoria offering obstetric, gynaecological and neonatal services. The Neonatal Intensive Care Unit is co-located with the Special Care Nursery and collectively they care for some of Victoria's most unwell babies. The facility also provides perinatal medicine, perioperative services, women's health and diagnostic services. It is a major teaching hospital and specialist referral centre with the medical, nursing, midwifery and allied health expertise to treat the most complex obstetric, neonatal and gynaecological cases.

Werribee Mercy Hospital (WMH) is a general hospital providing comprehensive care in the south-western region of Melbourne. The hospital provides surgical, medical, emergency, intensive care, maternity, newborn, renal dialysis, paediatrics, mental health, subacute, rehabilitation and palliative care services. The hospital also provides a range of home-based support services including Hospital in the Home and Midwifery in the Home.

Mercy Health O'Connell Family Centre (OFC) is an early parenting centre based in Canterbury, Victoria. It focuses on the needs of vulnerable families and young children. The residential, day and community programs provide child-focused parenting skills to promote safe child development. The centre is increasing its support for vulnerable families including families with mental health issues. Services include residential, day and community programs, Cradle to Kinder program (home-based education and support) and the Play Steps program.

Mercy Mental Health supports people in south-west metropolitan Melbourne with severe and complex mental illnesses by providing acute and community-based care.

Services are available to adults through acute inpatient programs, residential rehabilitation programs and crisis and community recovery-focused treatment programs. Mercy Mental Health also offers inpatient and community specialist perinatal mental health services to women and infants in western Victoria.

Mercy Palliative Care is a 24-hour service, which provides in-home support and assistance with all aspects of care relating to a patient in the advanced stages of their disease. While not officially part of Mercy Hospitals Victoria Ltd, Mercy Palliative Care is integrated into Mercy Health's service delivery. Service delivery is through a dedicated 12-bed inpatient palliative care service at WMH and through home-based palliative care services for people living in the western metropolitan region. Counselling, nursing and medical services, allied therapies, grief counselling and pastoral care services provide continuity of care to patients, their families and carers.

MERCY HEALTH STRATEGIC FRAMEWORK 2018–22

The *Mercy Health Strategic Framework 2018–22* provides the structure for which strategic decisions are made within Mercy Health.

The *Mercy Health Strategic Framework 2018–22* provides the structure for which strategic decisions are made within Mercy Health. Our mission — to bring God's mercy to those in need — defines what we do while our values of compassion, hospitality, respect, innovation, stewardship and teamwork speak to how we do it.

The *Mercy Health Strategic Framework 2018–22* is grounded in our Catholic heritage while recognising contemporary influences on our organisation. The Framework articulates five broad goals and associated objectives.

Care first

- We will respond to the needs of our community in person-centred approaches.
- We will care for, and about, marginalised and disadvantaged groups.
- We will empower people and partner with them to make informed decisions and choices.

Leading through service excellence and innovation

- We will provide safe, mission-driven, high-quality and expert services and care.
- We will use research, evidence and teaching to continue building on our expertise and improving our services.
- We will invest in technology and innovation to improve the outcomes of those for whom we care.

Differences made through partnerships

- We will collaborate and innovate with others to improve outcomes for the communities we serve.
- We will plan for, respond to and advocate for the current and emerging needs of our communities.
- We will work with the Church, government and others to extend our reach to our global community.

A growing, resilient and sustainable organisation

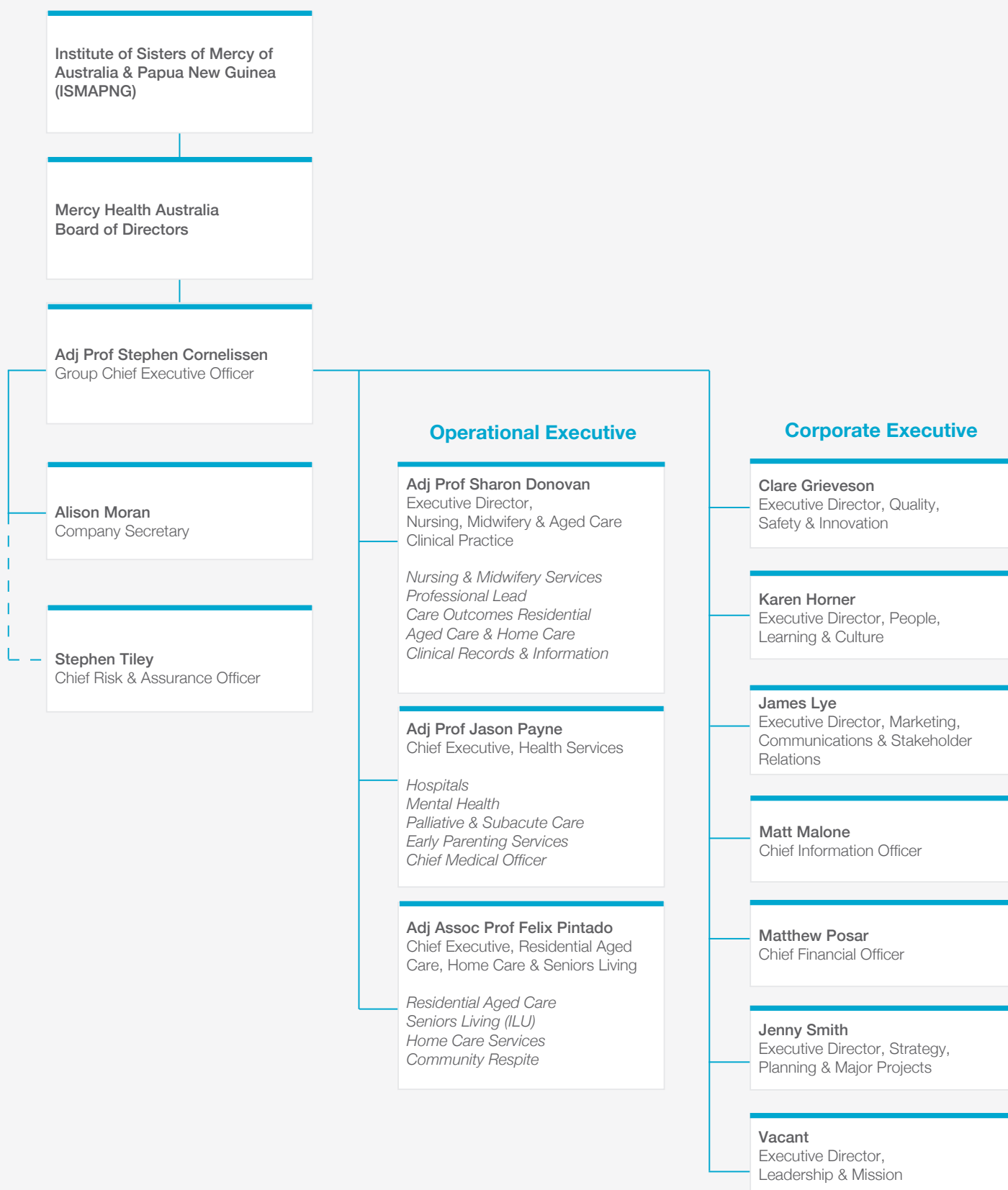
- We will pursue opportunities that provide diversification and growth of our services.
- We will operate with financial diligence and use contemporary business disciplines to ensure sustainability.
- We will act responsibly and care about environmental sustainability.

Strong mission-driven culture and vibrant workforce

- We will embody our values in everything we do and form our people to bring life to our mission.
- We will advance our commitment to an inclusive, flexible and safe workplace.
- We will foster continual learning, development and leadership.

The Framework is supported by the Mercy Health Long Term Operational Plan 2018–22 and will be monitored against a range of success indicators. It has been put into action through annual business plans that detail strategic initiatives that realise our mission.

ORGANISATIONAL STRUCTURE



GOVERNANCE

Mercy Hospitals Victoria Ltd Board

Ms Virginia Bourke (Chair)
Ms Jo Barker
Ms Margaret Bounader (concluded term December 2020)
Mr John Corcoran AM (Deputy Chair)
Mr Martin Day
Ms Penelope Eden (commenced term May 2021)
Adjunct Clinical Associate Professor Ian Haines
Sr Berice Livermore RSM
Mr Tim O'Leary
Adjunct Professor Susan Pascoe AM
Adjunct Professor Francis Sullivan AO

Company Secretary

Ms Alison Moran (commenced term September 2020)

The Board is supported by five committees.

Finance, Audit and Risk Committee

Ms Jo Barker (Chair from January 2021)
Mr John Corcoran AM (Chair until January 2021)
Mr Martin Day
Ms Sandy Lawson
Mr Tony Ryan

Ethics Committee

Mr Martin Day (Chair)
Dr Frances Baker RSM
Adjunct Professor Stephen Cornelissen
Mr Diarmid Davine
Dr Genevieve Green
Ms Mary Klasen
Reverend Kevin McGovern
Reverend Emeritus Associate Professor Cormac Nagle OFM (Deputy Chair) (dec. May 2021)
Dr Carol Ong RSM
Adjunct Professor Jason Payne
Adjunct Associate Professor Felix Pintado
Adjunct Professor Francis Sullivan AO (commenced term May 2021)

Mr Michael Taylor

Ms Julia Trimboli (concluded term November 2020)

Dr Bernadette White (concluded term January 2021)

Quality Committee

Adjunct Clinical Associate Professor Ian Haines (Chair)
Mrs Kate Birrell OAM
Ms Polly Caldow
Dr Jacqueline Collett
Dr Michelle Goh RSM
Sr Berice Livermore RSM
Mr Marcel Mihulka
Ms Sally Moore

Human Research Ethics Committee

Mr Tim O'Leary (Chair)
Dr Fiona Brownfoot
Mr Diarmid Davine
Mr James Dwyer
Professor Christine East
Dr Philip Henschke
Associate Professor Lisa Hui
Ms Margaret Joss
Ms Kathryn McNulty
Dr Kathy McMahon (commenced term May 2021)
Reverend Emeritus Associate Professor Cormac Nagle OFM (dec. May 2021)
Mr Tim Norton (commenced term March 2021)
Emeritus Professor Margaret O'Connor AM
Professor David O'Neal
Adjunct Professor Jason Payne
Dr Josephine Power
Dr Neelofar Rehman
Dr Meredith Tassone (concluded term January 2021)
Dr Andrew Watkins

Corporate Governance Remuneration and Nomination Committee

Ms Virginia Bourke (Chair)
Mr John Corcoran AM
Adjunct Professor Susan Pascoe AM

BOARD

Ms Virginia Bourke BA/LLB(Hons), MA, FAICD **Chair**

Virginia joined the Mercy Health Boards in 2016 and is Chair of the Mercy Health Corporate Governance, Remuneration and Nomination Committee. She has served as a director of several not-for-profit organisations including a term as a Director of Mercy Health from 2008–14, and as a member of the Mercy Health Human Research Ethics Committee and the Mercy Health Quality Committee. She is currently Chairman of St John Ambulance Victoria, a Director of St John Ambulance Australia, a Director of the Mater Group and a Director of Catholic Health Australia. Virginia is also a Member of the National Council of Caritas Australia, a Member of the Boards Appointment Committee with the Catholic Archdiocese of Melbourne and an Advisory Board Member for the PM Glynn Institute at Australian Catholic University.

Virginia is a lawyer and consultant in private practice with a breadth of corporate governance and commercial experience. She is a consultant with the national health industry group at MinterEllison Lawyers and previously worked as General Counsel for the Institute of Sisters of Mercy of Australia and Papua New Guinea and as Special Counsel in the Employment Law group at MinterEllison Lawyers. Virginia brings a community perspective to her role as Chair of the Mercy Health Boards, informed by her long involvement with local parish, school and not-for-profit organisations.

"I am proud to be part of the Mercy story. For me there is immense appeal in the story of Catherine McAuley: a visionary, yet practical woman, whose leadership style was based on warm relationships with those around her. I believe one of the strengths of our Boards is the diversity of its members, particularly its gender diversity. I aim to contribute not only my professional skills, but my real life experience and my perspective as a woman involved in many aspects of community life."

Ms Jo Barker BComm, ACA, GAICD

Jo joined the Mercy Health Boards and the Mercy Health Finance, Audit and Risk Committee in 2015, and provides valuable business knowledge and insight.

Jo is a partner within EY's Strategy and Transaction team (SaT) in Melbourne.

She has over 25 years' of transaction experience in Australia, Asia Pacific and the UK, helping private

and public companies achieve long-term competitive advantage by advising on the management of all aspects of their capital agenda.

Jo also serves as the Oceania Consumer Markets Service Leader and sits on the SaT Leadership team.

"I hope that my commercial experience and diverse perspective are a valuable addition to the existing strong Board and management capability."

Ms Margaret Bounader BBus, BA, GAICD (concluded term December 2020)

Margaret joined the Mercy Health Boards in 2011. She was also appointed as a Non-Executive Director of the Mercy Health Foundation in 2013 and Deputy Chair in 2018. Margaret has more than 20 years' experience working in international trade and investment. During her career with Austrade, she worked with companies from SMEs to large multinationals across all industry sectors, helping them win business in overseas markets. She spent 10 years working overseas as a diplomat holding Trade Commissioner positions in South Africa, Nigeria, Singapore and Malaysia. She is a co-founder of the Women in Global Business program and previously a member of the City of Melbourne's Enterprise Melbourne Advisory Board. She was appointed in 2018 to the Victorian Chapter of the Australian Catholic University.

"I am inspired by the dedication and focus on care of Mercy Health staff in treating every person with dignity and compassion at every stage of life."

Mr John Corcoran AM BEc, LLB

John has been on the Mercy Health Boards since 2011 and was appointed Deputy Chair in 2019. He is Chair of the Mercy Health Finance, Audit and Risk Committee and a member of the Mercy Health Corporate Governance, Remuneration and Nomination Committee. John has a Bachelor of Laws (Monash) and Bachelor of Economics (Monash), as well as being an Accredited Specialist in Business Law (Law Institute of Victoria). He is a former Chairman and executive partner of Russell Kennedy, and now serves as a Principal of the firm.

John was a recipient in 2001 of the Centenary Medal for services to Australian society and to the law. John is Chairman of Legal Practitioners' Liability Committee, and was on the Legal Service Board from 2005–10, and again in 2013. He was Law Council of Australia

President in 2009, Law Institute of Victoria President from 2001–02, and a London Board Member of the International Bar Association, 2009–12. John was named in Best Lawyers' 2013 and 2019 Lawyer of the Year Award in Retirement Villages and Senior Living Law. John was awarded an Order of Australia (AM) in the 2017 Australia Day Honours.

"I enjoy being associated with such a diverse organisation that provides care and support to so many members of our community. I hope that my experience and input at Board level can help our dedicated staff in carrying out the Mercy mission. The vision and Catholic ethos of the Sisters of Mercy inspire us to continue the good work of our predecessors."

Mr Martin Day Associate Dip Valuations and Real Estate Management, MBA, FAICD, GAIST Adv

Martin has been on the Mercy Health Boards since 2016. He is Chair of the Mercy Health Ethics Committee and a member of the Finance, Audit and Risk Committee. Prior to this, Martin was Chief Executive Officer of the Private Hospitals Division of St Vincent's Health Australia, which included eight leading private hospitals in Melbourne, Sydney, Brisbane and Toowoomba. Martin held senior executive roles in the health service industry for 23 years, in both Australian and international acute healthcare markets, including South East Asia and the Pacific. He also has 19 years of corporate governance experience in the not-for-profit sector, including healthcare and, for the past seven years, industry superannuation.

Martin's qualifications include: Associate Diploma of Valuations and Real Estate Management, RMIT; Master of Business Administration, Deakin University, Victoria; Fellow of Australian Institute of Company Directors; and Graduate of the Australian Institute of Superannuation Trustees. His industry experience includes risk management, clinical governance, workforce development, financial management, operational management, stakeholder engagement, public/private partnerships and social accountability. Martin is also a Director of Prime Super, an industry superannuation fund serving the primary industry, rural and regional, health and education sectors.

"I am inspired by founding Sister of Mercy, Catherine McAuley, and her successors, who have dedicated their lives to improving the wellbeing of those who are less fortunate than others, vulnerable, and in need of compassion and holistic care. These works are now

largely provided by laypersons who, like the Sisters of Mercy, have a very strong vocation and actively embrace the mission, vision and values of Mercy Health."

Ms Penelope Eden LLB, Cert. Nursing

Penelope joined the Mercy Health Boards in May 2021. Penelope brings her broad expertise across health and aged care, mental health, youth and child health, and disability services to the Mercy Health Board, having advised operators across the sector for over 20 years as a legal practitioner. Penelope is a partner at law firm MinterEllison, where she leads the firm's national aged care and human services practice. Penelope is passionate about the work she does and her contribution to the sector.

Penelope's background as a clinician and longstanding engagement in the health and human services sectors gives her a unique understanding of the complex regulatory and operational environment within which Mercy Health operates. She advises on the regulatory, contractual and broader commercial risks and opportunities in the rapidly changing human services sector. Penelope is widely regarded as an industry expert and has been consistently recognised in *Best Lawyers in Australia* and *Doyle's Guide* in the categories of Health and Aged Care, Medical Negligence, Personal Injuries and Insurance Law.

"I was educated by the Sisters of Mercy and feel a strong connection to the Mercy values. I am passionate about the work I do across the health and human services sector and hope to contribute in some way to the important work of Mercy Health within our community. I feel privileged to be part of such an experienced and committed Board and management team."

Adjunct Clinical Associate Professor Ian Haines MBBS Hons, FRACP, FACHPM

Ian joined the Mercy Health Boards in 2016 and is Chair of the Mercy Health Quality Committee. Ian has more than 30 years of experience as a Medical Oncologist and has a special interest in medical ethics, palliative care and health equity, as a participant in professional, government, non-government and community work in all three areas. He is also active in community health, lecturing to diverse groups on cancer treatments and palliative care topics and he regularly writes articles and reviews for local and international journals. He is an advisor to medical panels, legal firms and government superannuation funds.

Ian is an Adjunct Clinical Associate Professor in the Department of Medicine, Monash University at The Alfred and Cabrini Hospitals, where he has particular research interests in treatment of early prostate cancer, palliative care and end-of-life care, alternative therapies for cancer and relations between physicians and industry. He is a member of the American Society of Clinical Oncology, Clinical Oncology Society of Australia and the Ethics Subcommittee of the Medical Oncology Group of Australia.

"I am fortunate to have worked at Cabrini for 30 years and have a deep respect and admiration for the many devoted and wonderful people that work in the Catholic healthcare sector. In my time at Mercy Health thus far, I have been impressed by the calibre of the people and the organisation and its strong commitment to mission and the care of the less fortunate in our community. I look forward to contributing to the vision and growth of Mercy Health."

Sr Berice Livermore RSM RN, MN, Bachelor of Health Administration, Dip of Theology

Berice joined the Mercy Health Boards in November 2018 and joined the Mercy Health Quality Committee in 2020. A Religious Sister of Mercy, Berice has various qualifications including a Bachelor of Health Administration, as well as extensive experience administering non-profit organisations, particularly in healthcare.

Berice is a consultant to many religious congregations, assisting them in their financial management, governance, and planning of strategies for meeting the demands of caring for the elderly among them.

Berice has been a Sisters of Mercy Congregation Leader and Community Leader, Chair of the Institute Finance Committee, Chair of Catherine McAuley Services Ltd and Chair of St Joseph's Cowper Ltd. She is currently a member of the Board of Mercy Works Ltd and Chair of The Corporation of the Trustees of the Sisters of Perpetual Adoration of the Blessed Sacrament Ltd ATF The Sisters of Perpetual Adoration Trust.

"As a Sister of Mercy I am grateful for my membership of the Board of Mercy Health. It provides me with the opportunity to witness and be inspired by the strong commitment to the Mission of Mercy of my fellow directors and staff of this important organisation in the lives of the Sisters of Mercy."

Mr Tim O'Leary BA (Hons), Grad Dip Applied Philosophy

Tim joined the Mercy Health Boards in 2016 and is Chair of the Mercy Health Human Research Ethics Committee. Tim is an experienced corporate affairs executive, having worked in the oil, banking and telecommunications industries. He is currently Executive Director Stewardship for the Catholic Archdiocese of Melbourne. In this role he is responsible for the business, financial and governance aspects of the Archdiocese.

Tim is a Member of Council at Newman College (University of Melbourne) and a Board member of the Melbourne Archdiocesan Catholic Schools. He is also a former Board member of eMotion 21, a small community arts organisation catering for the needs of young people with Down Syndrome. Tim has an Honours degree in Arts and a Graduate Diploma in Philosophy from the University of Melbourne.

"I welcome the opportunity to support and serve the ministry of Mercy Health. It is a privilege to be part of a Catholic organisation providing compassionate and responsive care to all people, but especially the vulnerable and disadvantaged, at all stages of life."

Adjunct Professor Susan Pascoe AM BA, Dip Ed, Grad Dip Special Ed, M Ed Admin (Hons), FAICD, FIPAA, FACE

Susan was appointed to the Mercy Health Boards in March 2018 and is a member of the Mercy Health Corporate Governance, Remuneration and Nomination Committee. She is President and Chair of the Australian Council for International Development (ACFID), Chair of Catholic Emergency Relief Australia (CERA), Chair of the Community Director's Council and co-Chair of the Charities Crisis Cabinet. Susan is a member of the Vatican's Commission of Methodology preparing for the Synod of Bishops in 2023. She was a member of the Australian Catholic Bishops Conference Safeguarding Steering Committee, and its Governance Review Project Team from 2019 to April 2020.

Susan was the inaugural Commissioner for the Australian Charities and Not-for-profits Commission (ACNC) from 2012–17 and subsequently co-chaired a review of early childhood education in Australia. From 2006–11, Susan was Commissioner of the State Services Authority in Victoria. In 2009, she was appointed as one of three commissioners for the Royal Commission into Victoria's Black Saturday bushfires.

Susan's earlier career was in education. She served as President of the Australian College of Educators, Chief Executive Officer of the Victorian Curriculum and Assessment Authority and Chief Executive of the Catholic Education Commission of Victoria. Susan chaired the Australian National Commission for UNESCO and has chaired or served on a number of education, health and government boards.

In 2007, Susan was appointed Member of the Order of Australia for service to education. In 2016, she was awarded the Leadership in Government Award for her outstanding contribution to public administration in Australia.

"I was educated by Mercy sisters in primary school, and have worked with a number of Mercy women as colleagues over the years. I have deep respect for their commitment to those who are experiencing vulnerability and marginalisation, and to their professional approach to their ministry and missionary endeavours. I am honoured to have some role in continuing the work of Catherine McAuley here in Australia."

Adjunct Professor Francis Sullivan AO BA, Dip Ed, MA

Francis was appointed to the Mercy Health Boards in November 2019. He is committed to equity and justice and has been highly successful in bringing a social conscience to the political debate on health and aged care issues. In 2020, Francis was appointed an Officer of the Order of Australia for his distinguished service to the community, particularly through social justice and legislative reform initiatives, and to health and aged care.

Francis is Chairman of the Board of the Mater Group and prior to this was Chief Executive Officer at the Truth, Justice and Healing Council and Secretary General of the Australian Medical Association.

He spent 14 years as the Chief Executive Officer of Catholic Health Australia, speaking for 73 private and public hospitals and more than 500 aged care services across Australia. Prior to that, Francis was senior advisor to the Minister for Health in Western Australia.

Francis has a masters degree in theology from Loyola University in Chicago and a bachelor degree in politics from Curtin University in Western Australia. Early in 2008, the Australian Catholic University awarded Francis an honorary doctorate for his work in public health advocacy. He is also an Adjunct Professor at the Australian Catholic University.

"I have been fortunate to see close hand the exceptional way in which the Sisters of Mercy have risen to the contemporary challenges of health and aged care in our community. Their resolve to continue a gospel-based ministry in highly competitive and exacting environments plus their unswerving dedication to the disadvantaged and marginalised not only inspire me but beckon me to join in the unfolding story of Mercy Health today."

Ms Alison Moran LLB (Hons), BA, Grad Dip ACG, FGIA Company Secretary

Alison joined Mercy Health in September 2020 and is appointed as Company Secretary to each of the companies governed by the Mercy Health Boards. Alison attends all Board meetings and meetings of the Corporate Governance, Remuneration and Nominations Committee, and provides governance advice and support to the Mercy Health Board Chair, the Board as a whole and the Group Chief Executive Officer. Alison is an experienced corporate governance professional and lawyer, having enjoyed a long career at major commercial law firm, Corrs Chambers Westgarth, in both client-facing, commercial law roles and internal legal and governance roles, including as the firm's General Counsel. Prior to joining Mercy Health, Alison was Company Secretary of Cabrini Health, a leading private Catholic healthcare service in Melbourne. Alison holds a Bachelor of Laws (Hons.) and a Bachelor of Arts from the University of Melbourne and a Graduate Diploma of Applied Corporate Governance and is a Fellow of the Governance Institute of Australia.

"I feel privileged to work with such a talented Board committed to furthering the work of Catherine McAuley, and draw inspiration from the values of compassion and stewardship in particular in making my own contribution to Mercy Health's good governance."

EXECUTIVE

Adjunct Professor Stephen Cornelissen BN, MHA, GradCert Lead&Cath Cult, PGDip Strat&Inn (Oxf), FAICD

Group Chief Executive Officer

Stephen is an experienced healthcare executive who assumed the role of Group Chief Executive Officer, Mercy Health on 1 July 2011.

During Stephen's tenure, Mercy Health has grown to one of Australia's top 70 private companies, providing health, aged and home care services in Victoria, New South Wales, Queensland, Western Australia and the Australian Capital Territory.

Stephen is committed to, and passionate about, providing and advancing relevant and sustainable models of care and support, particularly for those who are disadvantaged or facing adversity. For his commitment to advancing the health and aged care sector, Stephen holds an Adjunct Professor title with the Australian Catholic University and is a Pay Equity Ambassador with the Workplace Gender Equity Agency.

Prior to joining Mercy Health, Stephen held several senior executive roles in New Zealand and South Australia, having worked at provider and state policy and funding levels of the health system.

Stephen is a Non-Executive Director of Aged and Community Services Australia (ACSA) and the Global Ageing Network (formerly IASHA).

Stephen has academic qualifications from a number of universities in Australia and the University of Oxford, and with graduate qualifications is a Fellow of the Australian Institute of Company Directors. In 2016, The CEO Magazine awarded Stephen CEO of the Year and Health & Pharmaceuticals Executive of the Year.

Adjunct Professor Jason Payne BN, GC-HLTHSM, DipBus, MC-ENT

Chief Executive Health Services

Jason was appointed Chief Executive Health Services in October 2019. This role has operational oversight of Mercy Hospital for Women, Werribee Mercy Hospital, Mercy Mental Health, Mercy Palliative Care, Mercy Health O'Connell Family Centre as well as hospital services in New South Wales. Prior to this Jason was the Chief Operating Officer, Health Services, a position he had held since December 2018.

Jason has a clinical background in nursing and more than 25 years' experience in the Victorian public health sector across a variety of care settings. Previously he has worked at the Department of Health and Human Services and across a broad range of roles at Austin Health including the Executive Director Clinical Operations and Ambulatory Services and the inaugural Director of Cancer and Neurosciences at the Olivia Newton-John Cancer Wellness & Research Centre.

Jason believes strong consumer engagement is critical for improving better patient care and outcomes and has a passion for working with our consumers to achieve this.

Adjunct Professor Sharon Donovan BN, Mid Cert, MBA, GAICD

Executive Director, Nursing, Midwifery and Aged Care Clinical Practice

Sharon was appointed to Mercy Health – Health Services in February 2018 as Executive Director Nursing and Midwifery for the public hospitals in Victoria and NSW. In 2019, her role was expanded to provide clinical practice and professional leadership in Mercy Aged Care Services. In March 2020, she was appointed Mercy Health Incident Commander COVID-19 and remains Executive Lead.

Sharon has more than 20 years' experience at executive level in public and private health services including Ballarat Health Services, Alfred Health and Epworth Healthcare. She has also had experience as CEO in a large multi-site aged care business. Sharon has expertise in clinical and corporate governance, clinical and corporate risk management, university partnership development, change management and process redesign. She has a strong interest in improving the patient/resident experience and in supporting nursing and midwifery leadership to deliver this experience.

Sharon is a Registered Nurse and Registered Midwife with a Bachelor of Nursing, Postgraduate Midwifery certificate and a Masters of Business Administration specialising in human resource management. She is a member of the Australian Institute of Company Directors, has received awards for leadership and has public and private Board experience.

**Ms Clare Grieveson BSc (Hons) (Lond),
MHSM, GradCert Lead&Cath Cult,
AFACHSM, GAICD**

Executive Director, Quality, Safety and Innovation

Clare assumed the role of Executive Director Quality, Safety and Innovation in February 2014. She is responsible for the overall leadership and direction of consumer experience, service improvement, work health and safety, WorkCover, emergency management, business continuity planning, quality compliance and quality improvement for Mercy Health.

Clare has a clinical background in speech pathology and 25 years' experience in the health industry, including senior management roles at Monash Health and service planning and performance roles at the Victorian Department of Health. She is an Associate Fellow of the Australasian College of Health Service Management and Graduate of the Australian Institute of Company Directors. She is a Board Director of Assisi Centre Aged Care and a member of the Board Finance and Risk Management Committee at McAuley Community Services for Women.

**Ms Karen Horner BA (Social Sciences),
GDipLabRelLaw**

Executive Director, People, Learning and Culture

Karen held a number a senior positions within the People, Learning and Culture team before her appointment in January 2020 to the position of Executive Director People, Learning and Culture.

During her professional career Karen has held senior roles, most recently with the Catholic Archdiocese of Melbourne but also in range of not-for-profit organisations including an automobile club, healthcare, multicultural education services and an employer association as well as roles in the for-profit sector in logistics and financial services.

**Mr James Lye BBus (Communication),
AAICD**

Executive Director, Marketing, Communications and Stakeholder Relations

James joined Mercy Health in 2016 after 20 years in industry, government and in corporate and not-for-profit organisations across aged care, education, mining and resources, marketing and professional services.

James provides leadership to Mercy Health on marketing strategy, communications and media,

government and public policy engagement, stakeholder relations and has designed and led our communications response to the pandemic.

James has advised on public policy and marketing in health, mental health, education and early childhood development, child protection, housing, ICT and biotechnology, emergency management and youth justice. He has been a member of the national government strategy team for a global professional services firm.

James has a special interest in the role of creativity and design thinking in strategy, marketing and public policy. He is an Executive Fellow of the Australian and New Zealand School of Government.

Mr Matt Malone

Chief Information Officer

Matt was appointed to the position of Chief Information Officer in July 2020 and is responsible for the technology strategy, cyber security and privacy and for developing, implementing and supporting the information systems, functions and infrastructure of Mercy Health.

Matt has an extensive background in technology leadership roles at a number of health organisations including Healthscope, EBOS, Symbion, Mayne and Faulding Pharmaceuticals. He has a strong interest in digital health and organisation improvement through technology adoption.

Matt is currently a board member of the Deakin University Cyber Security Executive Advisory Board and a member of the GS1 Healthcare User Group.

**Mr Matthew Posar BBus, Grad Diploma
(Investment), CA**

Chief Financial Officer

Matthew assumed the role of Chief Financial Officer at Mercy Health in June 2018. His role involves oversight and direction of the finance and business services function of the organisation.

An accomplished senior Executive with considerable CFO and CEO experience, Matthew has a strong commercial background and demonstrated executive experience in ASX listed, private equity-backed companies and not-for-profit organisations. He has leadership experience in the fields of professional services, mining and health.

Prior to joining Mercy Health, Matthew was CFO and Head of Corporate Services of headspace, the National Youth Mental Health Foundation, from 2012 to January 2018. In addition to his CFO role, he also was the headspace Interim CEO from June 2016 to February 2017.

Matthew has a proven track record in delivering successful commercial and strategic outcomes, with expertise in all aspects of finance including accounting, treasury, government funding, and risk management.

Ms Jenny Smith BComp (CompSci, InfoSys, Acctg), CPA, MBA, GAICD

Executive Director, Strategy, Planning and Major Projects

Jenny commenced with Mercy Health in October 2009 and has held a number of senior positions in both finance and strategy. Jenny was appointed as Executive Director Strategy, Planning and Major Projects in February 2018. Jenny is focused on 'future beds', providing oversight for strategy, service planning, capital development, commissioning and group property. With an ambitious growth agenda and a drive for excellence, Mercy Health is actively expanding and developing our future service offerings.

Jenny has more than 20 years' experience working across a number of industries including mining and resources, media, airlines, telecommunications, financial services and consulting.

Ms Julia Trimboli MA (Th), M Sc (Bioethics)

Executive Director, Leadership and Mission (concluded term November 2020)

Julia was appointed to the position of Executive Director Leadership and Mission in 2015. She is responsible for exploring what Catholic mission means from a contemporary health perspective and integrating it into Mercy Health's culture, policies and practices.

She provides leadership and advice on topics as diverse as person-centred care, ethics, pastoral care and sustainability.

Julia leads the organisation's formation strategy, helping to ensure the principles of Catholic care are reflected in the health, aged and home care services delivered by Mercy Health. Formation programs are developed for the Board, Executive, management and staff.

Julia has decades of experience in Catholic education and health, and a deep understanding of Catholic culture and faith. She has held senior roles in mission at Catholic Health Australia, Calvary Health and Community Care and Cabrini Health.

Julia is Executive Sponsor for the Board Ethics Committee and led Mercy Health's response to the Victorian legislation on Voluntary Assisted Dying. She is the Executive sponsor of Mercy Health's response to the Pope's Encyclical, *Laudato Si'* with the development of Caring for people and planet: Mercy Health's strategic response to *Laudato Si'* 2020–25.

She is a member of many external committees including Catholic Health Australia's Voluntary Assisted Dying Implementation Taskforce and the Global Catholic Climate Movement.

Julia has completed a Master's Degrees in Bioethics and Theology, as well as graduate and further studies in education, human rights, social justice and interfaith relations.

HEALTH SERVICES LEADERSHIP TEAM

Associate Professor David Allen MBChB, MMed (O&G), FCOG (SA), FRANZCOG, CGO, AFRACMA, PhD

Chief Medical Officer (concluded term September 2020)

David started working at the Mercy Hospital for Women in 1991 as a Fellow commencing his training in gynaecological oncology. In 1993–94 David spent 15 months in the Netherlands gaining further experience in gynaecological cancer surgery. David returned to Mercy Hospital for Women in April 1994 as a consultant in the Department of Gynaecological Oncology. In 1998 David was appointed Clinical Director Surgical Services. In 2007 he was appointed Chief Medical Officer/Gynaecological Oncologist, followed by a fulltime appointment as Chief Medical Officer in late 2017, when David ceased clinical work at Mercy Hospital for Women. David remains on national and state government committees and boards as well as a research foundation and national society boards.

Ms Natalie Ballan BHLthSc (Nursing), Grad Dip Adv Nsg Critical Care

Acting Program Director, Medical, Subacute and Palliative Care Services

Natalie joined Mercy Health in 2018 as part of the Consumer Liaison team. She was appointed to the position of Deputy Program Director, Medical, Subacute and Palliative Care Services in October 2019 and Acting Program Director in May 2021. Natalie is jointly responsible for leading and implementing the strategic and operational goals of the program.

Natalie has worked in health for more than 25 years, with the majority of that time in key leadership roles within the Intensive Care Unit at The Alfred. Natalie also has experience in contributing to the design and clinical project management for hospital builds. Her focus is always on ensuring that the patient experience of receiving health care meets their expectations and best practice. This is supported by her leadership and development of clinicians to always strive to provide best care.

Mr Allan Boston BPharm, MHA, AFCHSM, GAICD

Interim Chief Operating Officer – Health Services (concluded term October 2020)

Allan joined Mercy Health – Health Services in May 2020 as the operational lead of health service delivery. Allan brings a wealth of executive leadership experience

in healthcare accumulated over 30 years in Australia and internationally. Allan has worked for many years as a hospital CEO and in corporate group roles. Allan is passionate about patient care, patient experience and clinical governance systems having participated in the development of the 2nd Edition of the National Healthcare Standards in Australia.

Ms Katherine Burton BAppSc (MedRad), MBA, GCLACC, AICG

Director, Quality and Innovation

Katherine was appointed to the position of Director Quality and Innovation in January 2019. Katherine is responsible for leading and directing the Health Services quality systems that support the provision of high-quality, patient-centred and safe care. Katherine has a clinical background in nuclear medicine. She has more than 20 years' experience in the health industry, holding various senior management and executive roles in quality and safety and operations across a broad range of health services. She also has extensive strategic project management experience.

Associate Professor Thomas Chan MBBS, FACEM, FRACMA, FACHSM, MHSM, Graduate Diploma RANZCOG

Clinical Services Director, Medical, Subacute and Palliative Care Services

Interim Chief Medical Officer (October 2020 – current)

Thomas Chan joined Mercy Health in May 2020. He has been an emergency physician since 1998 and completed a fellowship in medical administration in 2018. Thomas was the inaugural Director of Emergency Medicine at Casey Hospital, Monash Health, for 10 years and then Director at Austin Health from 2015–20. His interest in medical administrative roles stems from a long-held passion for clinical engagement, quality and the opportunity to address health inequity. He has been involved in a number of state and college quality committees and is currently Chair of the Emergency Care Clinical Network at Safer Care Victoria, a position he has held since 2018.

Thomas is actively involved in trainee research and is a member of the Centre for Integrated Critical Care, University of Melbourne. His research and education interests are in quality and patient safety and clinical guidelines. Thomas is continually looking for opportunities to develop and connect people and teams.

Ms Karen Cicero, BBus (HRM) Distinction, M.Bus Distinction

General Manager Human Resources, Mercy Health – Health Services (concluded term October 2020)

Karen was appointed to the role of General Manager Human Resources in January 2020. She brings extensive commercial experience across a range of industries, including health and human services; aviation engineering; catering; and manufacturing.

Karen has been recognised as a valued business partner, leading effective human resources teams to deliver outcomes. She is passionate about guiding transformational change and establishing and improving human resources functions through effective and integrated people management systems and processes.

With strong analytical problem-solving skills, Karen's background in delivering critical and integrated people metrics and analysis to business leaders supports informed decisions across Mercy Health – Health Services.

Ms Sandra Cinar, BA (Psychology), BBus (HRM), M.Mgt (HR)

General Manager Human Resources, Mercy Health – Health Services

Sandra was appointed to the position of General Manager Human Resources in October 2020. She has more than 14 years' experience in human resources and has held various senior human resources leadership roles within Mercy Health.

As a member of the Health Services Leadership Team, Sandra is responsible for providing value-adding human resource support and advice across Health Services. Sandra is passionate about organisational development and creating career pathways for the sector.

Ms Robynne Cooke RN, BA Nursing, Grad Dip Commerce, Grad Dip Gerontology, Masters Health Services Management, GAICD

Chief Operating Officer

Robynne commenced her role at Mercy Health in November 2020. Robynne's previous roles include Executive Director Operations Western Sydney Local Health District, General Manager of Liverpool Hospital and senior executive positions in public health organisations in Melbourne.

Robynne has been a board member on both medical research and foundation boards and is a Graduate of the Australian Institute of Company Directors. Robynne's passion is to improve the patient experience across health services.

Ms Tanya Darrer BAppSc (Ph)

Acting Program Director, Ambulatory, Community and Allied Health

Tanya has been Acting Program Director, Ambulatory, Community and Allied Health, since March 2020. She was Acting Director Allied Health January 2019 – November 2019. Tanya is a physiotherapist with a Bachelor of Applied Science (Physiotherapy), and a Professional Certificate in Health Services Management. She has been a Mercy Health staff member since 1997 and the Department Manager at Mercy Hospital for Women since 2003. Tanya's clinical background is neonatal paediatrics.

Ms Gillian Evans RN, RM, MHA

Program Director Women's and Children's Services

Gillian is responsible for the delivery of obstetric, gynaecology and neonatal services at Werribee Mercy Hospital and Mercy Hospital for Women, including one of five neonatal intensive care units in Melbourne and the Mercy Health Breastmilk Bank. She has more than 30 years' experience in healthcare, including 15 years practising as a midwife before moving into healthcare management. Gillian is passionate about the provision of evidence-based quality care, ensuring safe birthing outcomes for women and babies. She believes success is driven at a grassroots level, where her work involves building a positive workplace for all staff.

Ms Fiona Gray RN, CCRN, GDCM, MHA

Program Director, Medical, Subacute and Palliative Care Services (concluded term May 2021)

Fiona Gray was appointed Program Director, Medical, Subacute and Palliative Care Services in August 2016. She is responsible for a wide range of services including the emergency departments at Werribee Mercy Hospital and Mercy Hospital for Women; the acute medical wards, renal dialysis, Hospital in the Home and Intensive Care Unit at Werribee Mercy Hospital; inpatient and community palliative care services; and Victorian and New South Wales Subacute services.

Fiona is a Registered Nurse with more than 30 years' experience in Victoria's public health services, mainly in intensive care nursing and leadership. This background provides the foundation of Fiona's passion for providing the highest level of care to patients and families across the care continuum. She is particularly focused on managing acute and deteriorating patients, supporting quality end-of-life care and providing comprehensive care.

Ms Shannon Lang BAppSc (OT)

Program Director, Mental Health Services

Shannon was appointed Program Director Mental Health Services in May 2018. She is jointly responsible for the leadership and direction of the Mental Health program. Shannon has a clinical background as an Occupational Therapist and has more than 20 years' experience in health, including 15 years at a senior leadership level within the public sector. Her leadership roles have encompassed child and youth mental health, adult mental health, allied health, ambulatory care and specialty medicine, in addition to strategy, planning and access.

Shannon is focused on building capability in leaders and services that support better outcomes for people who live with a mental illness.

Shannon is a member of Safer Care Victoria's inaugural Mental Health Clinical Network, and sits on the Department of Health's Victorian Clinical and Operational Reference Group: Clinical Mental Health Funding Reform; and Progress Measures Working Group.

Dr Michael J Rasmussen MBBS, MRCOG, FRANZCOG

Clinical Services Director, Women's and Children's Services

Michael joined Mercy Hospital for Women as a Resident Medical Officer in 1985. After completing his Fellowship and three years overseas, he returned as a Consultant Obstetrician Gynaecologist at Mercy Health in 1992. Michael occupied a number of roles within the RANZCOG state and federal bodies, and was awarded the President's Medal in 2017. Michael retired from private obstetric practice in 2016, and now works full-time for Mercy Health at Mercy Hospital for Women and Werribee Mercy Hospital.

Clinical Associate Professor Scott Simmons BSc, BMBS, FANZCA, MBA

Clinical Services Director, Perioperative and Specialist Services

Scott has been a specialist anaesthetist for 25 years and Head of Anaesthesia at Mercy Hospital for Women from 2007–19. Currently, Scott is Clinical Services Director, Perioperative and Specialist Services Program. He was Chair of the Serious Incident Review Committee for seven years. Scott is a current Cochrane Collaboration author and reviewer and an editor for Anaesthesia and Intensive Care. His research interests are the use of ultrasound in obstetric anaesthesia, maternal critical care, communication for clinicians and understanding critical incidents in healthcare.

Associate Professor Dean Stevenson MBBCh, MMed(Psych), FRANZCP

Clinical Services Director, Mental Health Services

Dean has been a Consultant Psychiatrist with Mercy Mental Health since July 2002 and has served as the program's Clinical Services Director since June 2005. He is jointly responsible for the leadership and direction of the Mental Health Program.

Dean has a medical background in psychiatry spanning three decades, having worked as a psychiatrist in Australia and his native country of South Africa. He has over two decades' experience in clinical governance and senior leadership roles.

Dean holds an academic post as Associate Professor at the University of Notre Dame Faculty of Medicine Sydney – Melbourne Clinical School.

Mr Edward Wallace BN, MBA

Acting Program Director – Perioperative and Specialist Services Program

Edward joined Mercy Health in November 2018 as Deputy Program Director for Perioperative and Specialist Services. Edward was appointed to the position of Acting Program Director in March 2020 and is jointly responsible for the leadership and strategic direction of the Perioperative Program across Werribee Mercy Hospital and Mercy Hospital for Women.

Edward has more than 20 years' experience working in public hospitals, including 10 years in various leadership roles. Edward is Chair of the Comprehensive Care National Standards Committee and is passionate about implementing quality improvement initiatives at the bedside that produce results in the boardroom.

Ms Caroline Holyoake ACCA

Acting General Manager, Health Services Finance

Caroline joined Mercy Health in July 2019 and was appointed to the position of Acting General Manager, Health Services Finance in July 2020.

Caroline is a Fellow of the Association of Chartered Certified Accountants. She has more than 20 years' experience across a range of business sectors including retail, marketing, telecommunications and health. Her roles have focused on budgeting, forecasting, financial planning and analysis.

Caroline is responsible for the revenue accounting and finance business partner services.

STATEMENT OF PRIORITIES 2020–21

The below deliverables are in place of Part A for 2020–21.

Health service strategic deliverables	Activity and impact
Maintain COVID-19 readiness and response	<ul style="list-style-type: none"> • In progress. • Resources dedicated to ensure coordinated response to COVID-19. • Ongoing appointment of Infectious Diseases Physician to provide expert advice. • Werribee Mercy Hospital (WMH) vaccination clinic run from 9 March 2021 to 25 June 2021. • N95 mask fit testing currently completed for 67.5 per cent of staff and plan in place for implementation of in-house fit testing program from mid-July 2021. • PPE training compliance rate of 84.4 per cent for active staff. • Establishment and ongoing operation of Health Services COVID-19 Governance Committee. • Rigorous ‘point of entry’ screening established to identify and safely manage people in high-risk COVID-19 categories. • Processes established to initiate surveillance testing for high-risk workforce groups in periods of higher COVID-19 community transmission. • Mercy Health was successful in receiving the DoH Health Care Worker Wellbeing Grant and launched the Mentally Healthy Workplace project, which aims to enhance the wellbeing and mental health of our clinical and non-clinical staff impacted by COVID-19 by providing additional psychological supports or expanding on existing ones. More than 340 staff have registered or attended sessions to date.
Engagement with vulnerable communities	<ul style="list-style-type: none"> • In progress. • Accessibility Action Plan 2019–22 in place. • Ongoing involvement in the planning and design of the new Mercy Health Early Parenting Centre (EPC) in Whittlesea. • Representation on the Community Advisory Group for the Whittlesea EPC build. • Commencement of Paediatric Outpatient clinics at WMH. • Operationalisation of Mercy Hospitals Victoria Ltd as an Information Sharing Entity under the Family Violence Protection Act 2008 (Vic) and Child Wellbeing and Safety Act 2005 (Vic). • Development of an antenatal family violence screening model. • Co-design of a family violence online training module for flexible, safe use during the COVID-19 pandemic. • Establishment and maintenance of an engaged family violence champion workforce through regular networking and training opportunities. • Family violence grand round for staff that captured the consumer’s voice through high-profile victim survivor and disability advocate Nicole Lee.

Health service strategic deliverables	Activity and impact
Engagement with vulnerable communities (cont.)	<ul style="list-style-type: none"> • Engagement with Fitzroy Community Legal Centre to establish a Family Violence Legal Clinic at MHW (MOU in draft) to create parity with WMH where a clinic is run in partnership with WestJustice. • Increased use of telehealth to maintain care during the 2020 COVID-19 lockdowns, with about 46 per cent of outpatient care provided in this format including at Mercy Health O'Connell Family Centre. • Multicultural Services commenced the Walk Through Health, a two-year partnership project with Wyndham Community and Education Centre to improve the health literacy of migrant and refugee communities in Wyndham. Due for completion on 30 June 2022, the program was delayed due to the pandemic but we have received good feedback from the first group. • Werribee Mercy Hospital runs a group pregnancy care model for Karen women from Burma, called Healthy Happy Beginnings. This model of care is in final stages of evaluation, with an executive summary available online: https://www.strongerfutures.org.au/group-pregnancy-care • Dashboards developed for culturally and linguistically diverse and interpreter data, so that this can be used for future quality improvements and service planning.
Engagement with those whose treatment has been delayed due to COVID-19	<ul style="list-style-type: none"> • In progress. • Elective surgery partnership with St Vincent's Private Hospital Werribee in January 2021 removed 50 'long wait' orthopaedic patients from the Mercy Health elective surgery waiting lists. • Elective surgery blitz initiatives at Mercy Hospital for Women and Werribee Mercy Hospital admitted 85 patients off the elective surgery waiting list in May and June 2021. • Mercy Health has signed a Memorandum of Understanding with Wyndham Clinic Private Hospital to admit and undertake 100 endoscopic procedures in July 2021 for Mercy Health patients on the waiting list. • Identification of our high-risk and longest-wait clinics and the development of individualised plans against these clinics to reduce waiting times for CAT 1/Urgent patients. • Re-validation Project – developing a process for re-validating CAT 3's. • Received a funding grant for the continued re-validation of specialist clinic waiting lists over financial year 2020–21.

Health service strategic deliverables	Activity and impact
Service response to Mental Health and Aged Care Royal Commissions	<ul style="list-style-type: none"> • In progress. • Analysis completed on the impact of the recommendations from the Royal Commissions. • Our health services staff are working closely with Mercy Health aged care teams to monitor impact and opportunities for involvement in Aged Care Royal Commission recommendation implementation. • Mercy Health is actively participating in planning meetings with the North and West Metropolitan Transition Steering Committee to develop a coordinated response to service changes due to disaggregation. • Mercy Mental Health Program Director is a member of the North and West Metropolitan Mental Health System Reform Project Control Group informing disaggregation. • Detailed risk analysis underway regarding future sites for mental health service delivery and interface with capital planning.
Developing and fostering local partnerships	<ul style="list-style-type: none"> • In progress. • Mercy Health actively participated in two clusters, North East and West Metro Clusters, during 2020–21, including contributing to bids for elective surgery and Better@Home Care. We will continue to be involved in two Health Service Partnerships due to the geographic spread of our health services. • Working with Austin Health to develop a new Memorandum of Understanding. • Engaging with a range of stakeholders as part of service planning at WMH and MHW. • Ongoing stakeholder engagement includes participating in the Committee for Wyndham and collaboration with the Banyule City Council and the precinct partners in Heidelberg to develop long term plans for the Heidelberg economic hub. • Strengthening university partnerships.
Engagement with Aboriginal communities, developing and fostering local partnerships with Aboriginal Community groups and building cultural safety	<ul style="list-style-type: none"> • In progress. • Innovate Reconciliation Action Plan 2021–23 endorsed by Reconciliation Australia. Official launch is planned for August 2021, having been rescheduled from earlier in the year due to COVID-19 restrictions. • Aboriginal cultural awareness online learning package was launched for all Health Services staff in May 2021. Since launch, 70.9 per cent of active employees have completed training. • Aboriginal cultural journey training with Strengthening Cultural Partnerships was made available for Health Services staff via Zoom. We prioritised managers for this training, with 53.07 per cent of all managers and 72.54 per cent of non-medical managers having completed the training so far. • We established an Aboriginal and Torres Strait Islander health data dashboard to enable live monitoring of health outcome data. The data is measured against non-Aboriginal and Torres Strait Islander data to reflect our goals in Closing the Gap. Since launching the dashboard, we have seen improvements in Aboriginal and Torres Strait Islander identification, particularly at our NSW sites.

PERFORMANCE PRIORITIES

In 2020-21, Mercy Health was required to respond to the COVID-19 pandemic. In doing so we were unable to achieve 16 targets as per the Statement of Priorities Part B. Where results for Quarter 4 were not available, the source of results is as indicated.

High quality and safe care

Key performance measure	Target	Result
Infection prevention and control		
Compliance with the Hand Hygiene Australia program	83%	87.40%
Percentage of healthcare workers immunised for influenza	90%	95%
Patient experience		
Victorian Healthcare Experience Survey – percentage of positive patient experience responses	95%	No surveys conducted in 2020–21
Victorian Healthcare Experience Survey – percentage of very positive responses to questions on discharge care	75%	No surveys conducted in 2020–21

Key performance measure	Target	Result	Outcome
Healthcare associated infections (HAI's)			
Rate of patients with surgical site infection	No outliers	No outliers	From Quarter 3 monitor
Rate of patients with ICU central-line-associated bloodstream infection (CLABSI)	Nil	Nil	From Quarter 3 monitor
Rate of patients with SAB* per occupied bed day	≤1	0.6	From Quarter 3 monitor

Key performance measure	Target	Result
Mental Health		
Percentage of adult acute mental health inpatients who are readmitted within 28 days of discharge	14%	14%
Rate of seclusion events relating to an adult acute mental health admission	≤10/1,000	14
Percentage of adult acute mental health inpatients who have a post-discharge follow-up within seven days	80%	85%

*SAB is Staphylococcus Aureus Bacteraemia

Key performance measure	Target	Result		Outcome
Maternity and Newborn				
		Mercy Hospital for Women	Werribee Mercy Hospital	
Rate of singleton term infants without birth anomalies with Apgar score <7 to 5 minutes	≤1.4%	1.5%	1.00%	From Quarter 3 results
Rate of severe fetal growth restriction (FGR) in singleton pregnancy undelivered by 40 weeks	≤28.6%	16.800%	23.90%	From Quarter 3 results
Proportion of urgent maternity patients referred for obstetric care to a level 4, 5 or 6 maternity service who were booked for a specialist clinic appointment within 30 days of accepted referral	100%	100%	89.40%	

Key performance measure	Target	Result
Continuing Care		
Functional independence gain from an episode of rehabilitation admission to discharge relative to length of stay	≥ 0.645	0.907

Timely access to care

Key performance indicator	Target	Mercy Hospital for Women	Werribee Mercy Hospital
Emergency care			
Percentage of patients transferred from ambulance to emergency department within 40 minutes	90%	98%	74%
Percentage of Triage Category 1 emergency patients seen immediately	100%	100%	100%
Percentage of Triage Category 1 to 5 emergency patients seen within clinically recommended time	80%	86%	49%
Percentage of emergency patients with a length of stay in the emergency department of less than four hours	81%	75%	52%
Number of patients with a length of stay in the emergency department greater than 24 hours	0	0	47

Key performance indicator	Target	Result
Elective Surgery		
Percentage of urgency category 1 elective surgery patients admitted within 30 days	100%	100%
Percentage of urgency category 1, 2 and 3 elective surgery patients admitted within clinically recommended time	94%	84.74%
Percentage of patients on the waiting list who have waited longer than clinically recommended time for their respective triage category	5% or 15% proportional improvement from prior year	16%
Number of patients on the elective surgery waiting list as at 30 June 2021	1,750	2,102
Number of hospital initiated postponements per 100 scheduled elective surgery admissions	≤ 7 /100	5.9
Number of patients admitted from the elective surgery waiting list	4,900	4,423
Specialist Clinics		
Percentage of urgent patients referred by a GP or external specialist who attended a first appointment within 30 days	100%	52.33%
Percentage of routine patients referred by GP or external specialist who attended a first appointment within 365 days	90%	91.70%

Effective financial management

Key performance indicator	Target	2020-21 Result
Operating result (\$m)	\$0.00	\$91,000.00
Average number of days to paying trade creditors	60 days	55 days
Average number of days to receiving patient fee debtors	60 days	70 days
Public and Private WIES* activity performance to target	100%	96.73%
Adjusted current asset ratio	0.7 or 3% improvement from health service base target	0.5
Actual number of days available cash, measured on the last day of each month	14 days	22.1 days
Variance between forecast and actual Net result from transactions (NRFT) for the current financial year ending 30 June	Variance ≤ \$250,000	Variance ≤ \$250,000

*WIES is a Weighted Inlier Equivalent Separation

Activity and funding

Funding type	2020-21 Activity achievement
Acute admitted	
Acute WIES	46,404.00
WIES DVA	102.00
WIES TAC	5.67
Acute Non-Admitted	
Specialist Clinics	103,912.00
Specialist Clinics – Private	27,438.00
Subacute and Non-Acute Admitted	
Subacute WIES – Rehabilitation Public	56.12
Subacute WIES – Rehabilitation Private	1.45
Subacute WIES – GEM Public	303.73
Subacute WIES – GEM Private	6.34
Subacute WIES – Palliative Care Public	218.00
Subacute WIES – Palliative Care Private	0.00
Subacute WIES – DVA	5.22
Transition Care – Bed days	1,541
Transition Care – Home days	759.00
Subacute Non-Admitted	
Health Independence Program – Public	11990
Mental Health and Drug Services	
Mental Health Ambulatory	53,373
Mental Health Inpatient – Available bed days	25550
Mental Health Service System Capacity	0
Mental Health Subacute	9921
Primary Health	
Community Health / Primary Care Programs	511

Workforce

Hospitals labour category	JUNE current month FTE		Average monthly FTE	
	2020	2021	2020	2021
Nursing	1438.65	1453.54	1433.56	1426.20
Administration and Clerical	285.65	274.19	287.55	275.64
Medical Support	58.71	60.36	59.15	59.66
Hotel and Allied Services	167.37	160.51	167.97	163.32
Medical Officers	32.03	25.65	31.61	28.51
Hospital Medical Officers	240.37	243.43	231.89	246.25
Sessional Clinicians	94	105.72	92.37	97.97
Ancillary Staff (Allied Health)	216.9	209.39	214.19	207.68

Occupational Health and Safety

	2020-21	2019-20	2018-19
The number of reported hazards/incidents for the year per 100 FTE	54.33	45.3	33.2
The number of 'lost time' standard WorkCover claims for the year per 100 FTE	1.66	0.67	0.48
The average cost per WorkCover claim for the year ('000)	\$10,654	\$4,506	\$12,600

Mercy Health has continued to use an early intervention and recovery at work response to workplace injuries. Mercy Health promotes reporting injuries early for assessment, treatment and suitable work accommodations to facilitate a recovery at work.

Mercy Health has maintained a strong response in reporting incidents and injuries as well as using the early intervention injury management services. Mercy Health has seen an increase in claims and costs reflective of inconsistent access to treatment when an employee sustained an injury as well as claims as a result of COVID-19 exposures.

Mercy Health's Safety Management System ensures there are processes for completing risk assessments for medium and high-risk tasks, reviews of incidents to ensure that appropriate risk control measures are in place, conduct of regular workplace inspections and targeted training programs for staff.

Mercy Health is also continuing to implement the Staff Safety Plan 2019-22 through a consultative approach with staff. Key performance metrics have been developed to monitor our compliance and performance against health and safety requirements.

Mercy Health is implementing a redesigned occupational violence and aggression training to ensure a clinically led program which is individualised to the clinical context.

Occupational Violence

Occupational violence statistics	2020–21
Workcover accepted claims with an occupational violence cause per 100 FTE	0.16
Number of accepted Workcover claims with lost time injury with an occupational violence cause per 1,000,000 hours worked	1.00
Number of occupational violence incidents reported	732
Number of occupational violence incidents reported per 100 FTE	29.01
Percentage of occupational violence incidents resulting in a staff injury, illness or condition	2.87%

The following definitions apply:

Occupational violence — any incident where an employee is abused, threatened or assaulted in circumstances arising out of, or in the course of their employment.

Incident — an event or circumstance that could have resulted in, or did result in, harm to an employee. Incidents of all severity ratings must be included. Code Grey reporting is not included, however, if an incident occurs during the course of a planned or unplanned Code Grey, the incident must be included.

Accepted Workcover claims — Accepted Workcover claims that were lodged in 2020–21.

Lost time — is defined as greater than one day.

Injury, illness or condition — This includes all reported harm as a result of the incident, regardless of whether the employee required time off work or submitted a claim.

Consultancies

Details of consultancies (under \$10,000)

In 2020–21, there were no consultancies where the total fees payable to the consultants were less than \$10,000. The total expenditure incurred during 2020–21 in relation to these consultancies is \$Nil (excl. GST).

Details of consultancies (valued at \$10,000 or greater)

In 2020–21, there were two consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2020–21 in relation to these consultancies is \$128,000 (excl. GST).

Consultancies over \$10,000

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excluding GST)	Expenditure 2019-20 (excluding GST)	Future expenditure (excluding GST)
Health-E Workforce Solutions	Mercy Health COVID-19 Strategy	Apr-20	Feb-21	\$78,000	\$78,000	\$0
Workwell Consulting	Health Services Executive Team Leadership Program	Feb-21	Dec-21	\$100,000	\$50,000	\$50,000

Information and Communication Technology (ICT) expenditure

The total ICT expenditure incurred during 2020-21 is \$10,879,857 (excluding GST) with the details shown below:

Business as usual (BAU) ICT expenditure	Non-Business as usual (BAU) ICT expenditure		
Total (excluding GST)	Total=Operational expenditure and Capital Expenditure (excluding GST) (a) + (b)	Operational expenditure (excluding GST) (a)	Capital expenditure (excluding GST) (b)
\$10.183m	\$0.697m	\$0m	\$0.697m

REPORTING PROCEDURES

Freedom of information

The *Freedom of Information Act 1982* (Vic) (the Act) allows the public a right of access to documents held by Mercy Hospitals Victoria Ltd.

For the 12 months ending 30 June 2021, Mercy Hospitals Victoria Ltd received 718 applications, of which 718 were made by members of the public and none were made by a Member of Parliament.

Of the requests received by Mercy Hospitals Victoria Ltd:

- access was granted in full for 549 requests
- access was granted in part for 64 requests
- 28 applications were withdrawn
- none were not proceeded with
- nine were not processed
- 39 had no documents
- 29 had not yet been finalised at 30 June 2021.

Making a request

Access to documents may be obtained through written request to the Freedom of Information Manager, as detailed in section 17 of the Act. In summary, the requirements for making a request of Mercy Hospitals Victoria Ltd are:

- the application should be made in writing
- the application should identify as clearly as possible which type of document is being requested
- the application should be accompanied by the appropriate application fee (\$29.60 at 30 June 2021). The fee may be waived in certain circumstances.

Freedom of Information fact sheets and an access request form are available on the 'Access to information' section of the Mercy Health website at mercyhealth.com.au. Requests for documents in possession of Mercy Hospitals Victoria Ltd should be addressed to the relevant facility/service:

Mercy Hospital for Women/Mercy Health O'Connell Family Centre

Freedom of Information Officer
Health Information Services
163 Studley Rd
Heidelberg Vic 3084

Werribee Mercy Hospital

Freedom of Information Officer
Health Information Services
300 Princes Hwy
Werribee Vic 3030

Mercy Mental Health

Freedom of Information Officer
PO Box 2083
Footscray Vic 3011

Mercy Hospitals Victoria Ltd

Freedom of Information Officer
Level 2, 12 Shelley St
Richmond Vic 3121

Access charges may also apply once documents have been processed and a decision on access is made, for example photocopying and search and retrieval charges.

If an applicant is not satisfied with a decision made by Mercy Hospitals Victoria Ltd, they have the right to seek a review, under section 49A of the Act, by the Office of the Victorian Information Commissioner (OVIC) within 28 days of receiving a decision letter.

Further information regarding the operation and scope of Freedom of Information can be obtained from the Act, regulations made under the Act, and at ovic.vic.gov.au.

Building Act 1993

Mercy Hospitals Victoria Ltd ensures buildings, plant and equipment that it owns are maintained in accordance with the requirements of all relevant statutory authorities. All new building works performed by or on behalf of Mercy Hospitals Victoria Ltd comply with current requirements of the Building Code of Australia and other applicable Australian standards, statutory authorities or codes of practice.

Public Interest Disclosures Act 2012

Mercy Hospitals Victoria Ltd (MHVL) is committed to the aims and objectives of the *Public Interest Disclosures Act 2012* (Vic).

MHVL does not tolerate detrimental action being taken against any person in relation to the making of a public interest disclosure or any other 'whistleblower' disclosure protected by law.

MHVL has developed procedures for the protection of persons from detrimental action being taken against them by MHVL's officers and employees. These procedures include information about the welfare support MHVL will provide to a person who makes a disclosure.

The procedures are readily available to MHVL's officers and employees through Mercy Health's intranet. The procedure accessible to members of the public is available at <https://www.mercyhealth.com.au/legal-policy-information/whistleblowers/>. The Mercy Health website search function also points to the relevant procedure through the search terms of 'whistleblower', 'protected disclosure' and 'public interest disclosure'.

National Competition Policy

Mercy Hospitals Victoria Ltd adheres to competitive neutrality guidelines in the contracting process and reviews existing contracts where appropriate.

Carers Recognition Act 2012

Mercy Hospitals Victoria Ltd recognises, promotes and values the role of carers. Mercy Hospitals Victoria Ltd takes all practical measures to comply with its obligations under the Act, including:

- promotion of the principles of the Act to people in care relationships who receive our services and to the wider community – for example, support groups and information sessions run by the Mercy Palliative Care Program (the 'Carer's Own Information Sessions' – for example; distributing printed material about the Act at community events or service points; providing links to state government resource materials on our website; providing digital and/or printed information about the Act to our partner organisations)
- ensuring that our staff have an awareness and understanding of the care relationship principles set out in the Act (for example, developing and implementing a staff awareness strategy about the principles in the Act and what they mean for staff; induction and training programs offered by the organisation include discussion of the Act and the statement of principles therein)
- consideration of the carer relationships' principles set out in the Act when setting policies and providing services – for example, availability of flexible working arrangements (per our Workplace Flexibility Policy and Procedure) for employees who are carers, such as reviewing our employment policies including flexible working arrangements and leave provisions to ensure these comply with the statement of principles in the Act; and developing a satisfaction survey for distribution at assessment and review meetings between workers, carers and those receiving care.

Environmental performance

Over the past 12 months, Mercy Health completed our *Caring for People and Planet: 2021–26* strategy. We undertook broad consultation and the strategy has now been fully endorsed by Mercy Health's Board and Executive. We will soon begin the process of operationalising the strategy's three goals. The strategy commits Mercy Health to putting every effort over the next decade towards achieving zero carbon emissions. It adopts a 'whole of organisation' approach, from Board and Executive level, through to all aspects of our face-to-face care.

In the 2020–21 State Budget the Department of Health received access to interest free loan funding to install solar panels in metropolitan public hospitals. WMH was successful in receiving pre-approval, to engage with commercial contractors, to explore staging and buildability. A preliminary site inspection took place in June 2021. This is an exciting opportunity as our hospitals continue to look at opportunities to reduce our carbon footprint.

During April 2021 we undertook a review on the number of printers being used across the organisation to find the best solution for each area and explore ways to become less dependent on paper and develop e-tools to improve our digital strategy. An initial 86 devices were identified with a plan for removal from use, with further review to be undertaken. Printer settings have been changed to monochrome and double-sided as a default setting to reduce paper usage.

The Mercy Health Environmental Data Management System data set was reviewed and updated during 2020–21 improving the data captured and reported including additional meters. This contributed to a variance between previous reports and 2020–21 with usage also impacted by activity changes due to COVID-19.

Greenhouse gas emissions

Total greenhouse gas emissions (tonnes CO ₂ e)	2020-21	2019-20	2018-19
Scope 1	3,846	4,434	4,846
Scope 2	21,175	19,509	21,414
Total	25,021	23,944	26,260

Normalised greenhouse gas emissions	2020-21	2019-20	2018-19
Emissions per unit of floor space (kgCO ₂ e/m ²)	477.14	456.59	500.76
Emissions per unit of Separations (kgCO ₂ e/Separations)	409.75	388.80	430.88
Emissions per unit of bed-day (LOS+Aged Care OBD) (kgCO ₂ e/OBD)	136.40	128.20	141.41

Stationary energy

Total stationary energy purchased by energy type (GJ)	2020-21	2019-20	2018-19
Electricity	77,786	68,856	72,049
Natural Gas	68,946	78,997	86,532
Total	146,733	147,853	158,581

Normalised stationary energy consumption	2020-21	2019-20	2018-19
Energy per unit of floor space (GJ/m ²)	2.80	2.82	3.02
Energy per unit of Separations (GJ/Separations)	2.40	2.40	2.60
Energy per unit of bed day (LOS+Aged Care OBD) (GJ/OBD)	0.80	0.79	0.85

Water

Total water consumption by type (kL)	2020-21	2019-20	2018-19
Class A Recycled Water	N/A	N/A	N/A
Potable Water	76,344	74,729	80,677
Reclaimed Water	N/A	N/A	N/A
Total	76,344	74,729	80,677

Normalised water consumption (Potable + Class A)	2020-21	2019-20	2018-19
Water per unit of floor space (kL/m ²)	1.46	1.43	1.54
Water per unit of Separations (kL/Separations)	1.25	1.21	1.32
Water per unit of bed day (LOS+Aged Care OBD) (kL/OBD)	0.42	0.40	0.43

Waste and recycling

Waste	2020-21	2019-20	2018-19
Total waste generated (kg clinical waste+kg general waste+kg recycling waste)	483	763	61
Total waste to landfill generated (kg clinical waste+kg general waste)	N/A	N/A	N/A
Total waste to landfill per patient treated ((kg clinical waste+kg general waste)/PPT)	N/A	N/A	N/A
Recycling rate % (kg recycling / (kg general waste+kg recycling))	100.00	100.00	100.00

Additional information available on request

In compliance with the requirements of FRD 22H Standard Disclosures in the Report of Operations, details in respect of the items listed below have been retained by Mercy Hospitals Victoria Ltd and are available to the relevant Ministers, Members of Parliament and the public on request (subject to the Freedom of Information requirements, if applicable):

- (a) a statement of pecuniary interests of all relevant officers;
- (b) details of shares held by senior officers as nominee or held beneficially or in a statutory authority or subsidiary;
- (c) details of publications produced by Mercy Hospitals Victoria Ltd about the activities of Mercy Hospitals Victoria Ltd and where they can be obtained;

- (d) details of changes in prices, fees, charges, rates and levies charged by Mercy Hospitals Victoria Ltd;
- (e) details of any major external reviews carried out on Mercy Hospitals Victoria Ltd;
- (f) details of major research and development activities undertaken by Mercy Hospitals Victoria Ltd that are not otherwise covered either in the Report of Operations or in a document that contains the financial statements and Report of Operations;
- (g) details of overseas visits undertaken including a summary of the objectives and outcomes of each visit;
- (h) details of major promotional, public relations and marketing activities undertaken by Mercy Hospitals Victoria Ltd to develop community awareness of Mercy Hospitals Victoria Ltd and its services;
- (i) details of assessments and measures undertaken to improve the occupational health and safety of employees;

- (j) general statement on industrial relations within Mercy Hospitals Victoria Ltd and details of time lost through industrial accidents and disputes, which is not otherwise detailed in the Report of Operations;
- (k) a list of major committees sponsored by Mercy Hospitals Victoria Ltd, the purposes of each committee and the extent to which those purposes have been achieved;
- (l) details of all consultancies and contractors including consultants/contractors engaged, services provided, and expenditure committed for each engagement.

Local Jobs First Act 2003

During 2020–21, no contracts that required disclosure under the Local Jobs First Act 2003 were started or completed.

Gender Equality Act 2020

While Mercy Health is not considered a defined entity for the purposes of the Act, Mercy Health has a longstanding commitment to gender equality and has voluntarily participated and been recognised as an Employer of Choice by the Workplace Gender Equality Agency (WGEA) since 2008. Mercy Health

has a three-year Gender Equality Plan, based on the criteria set by WGEA, which sets annual targets aimed at addressing issues of equality. Since 2019, MHVL has narrowed the gender pay gap and has increased parental leave provisions to increase the provision of non-primary carer's leave from one to two weeks, as well as included superannuation payments on periods of employer paid parental leave. Over this time, the proportion of women in management roles has also increased. In 2020-21, Mercy Health was one of just six recipients in the Health and Social Assistance category to receive the citation across Australia and are working towards compliance for 2021-22.

Safe Patient Care Act 2015

Mercy Hospitals Victoria Ltd has no matters to report in relation to its obligations under section 40 of the Safe Patient Care Act 2015.

Car parking

Mercy Hospitals Victoria Ltd complies with the Victorian Department of Health circular on car parking fees and details of car parking fees and concession benefits can be viewed at mercyhealth.com.au.

ATTESTATIONS

Data integrity

I, Stephen Cornelissen, certify that Mercy Hospitals Victoria Ltd has put in place appropriate internal controls and processes to ensure that reported data accurately reflects actual performance. Mercy Hospitals Victoria Ltd has critically reviewed these controls and processes during the year.

Conflict of interest

I, Stephen Cornelissen, certify that Mercy Hospitals Victoria Ltd has put in place appropriate internal controls and processes to ensure that it has complied with the requirements of hospital circular 07/2017 Compliance reporting in health portfolio entities (Revised) and has implemented a 'Conflict of Interest' policy consistent with the minimum accountabilities required by the VPSC. Declaration of private interest forms have been completed by all executive staff within Mercy Hospitals Victoria Ltd and members of the board, and all declared conflicts have been addressed and are being managed. Conflict of interest is a standard agenda item for declaration and documenting at each executive board meeting.

Integrity, fraud and corruption

I, Stephen Cornelissen, certify that Mercy Hospitals Victoria Ltd has put in place appropriate internal controls and processes to ensure that integrity, fraud and corruption risks have been reviewed and addressed at Mercy Hospitals Victoria Ltd during the year.

DISCLOSURE INDEX

The annual report of Mercy Hospitals Victoria Ltd is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of the Department's compliance with statutory disclosure requirements.

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YEAR IN REVIEW



Werribee Mercy Hospital Emergency Department staff responding to the COVID-19 pandemic

Responding to the COVID-19 pandemic

The second wave of COVID-19 in Victoria in 2020 placed pressure on all health services but few more so than Werribee Mercy Hospital (WMH), which was at the epicentre of outbreaks within Melbourne. This resulted in a number of positive COVID-19 staff and measures such as staff drive-through testing clinics and temporary bed closures due to staff furlough.

The outcomes reflect both an extraordinary professional capability within our teams combined with physical and mental stamina in extremely difficult circumstances.

Mercy Health will continue to work to comply and implement the directives from the State Governments and the Commonwealth Department of Health. We have supported staff to work from home where practical and encouraged physical distancing to ensure a safe working environment for our employees including rationalisation of onsite activities to minimise gatherings. We have promoted staff wellbeing through Healthcare Worker Wellbeing Grant funding. The funding has been used to support initiatives from early 2021 into 2022 including on-site psychological support, expansion of online wellbeing discussion forums, mental health first aid, wellbeing check-ins and a range of other initiatives.

Visitor restrictions and screening of staff and visitors attending Health Services have continued when required in line with government advice and balanced with the need to provide compassionate care to our patients. Mercy Health was one of the first health services to establish electronic self-check at our

screening desks. Restrictions on visitors has been a particular challenge for maternity services to ensure patients receive the support they need from loved ones while minimising transmission risk.

A working group reviews and monitors the use of personal protective equipment (PPE) to ensure we maintain and control stock levels, update guidelines as required and provide refresher training for staff.

We implemented a fit-testing program for N95 masks with more than 1,700 staff tested using a qualified external consultant in 2020–21. The implementation of an in-house fit testing program is well underway with an anticipated start date in mid-July 2021. We extended the arrangement with the external provider until the in-house program is up and running.

We have supported staff vaccination with Werribee Mercy Hospital operating as a vaccination hub site from 9 March 2021 to 25 June 2021. Mercy Health staff were among the first to receive the vaccine on site so they could continue caring for communities in Melbourne's west. We have provided regular communication and advice to staff in line with changing Australian Technical Advisory Group on Immunisation recommendations and we continue to encourage staff to disclose their COVID-19 vaccination status.

Mercy Health has actively contributed to two health service clusters, North East Metro and West Metro, as part of planning and coordination of services during the pandemic and in submission of bids to address elective surgery and Better@Home care.

Werribee Mercy Hospital Service Plan

Mercy Health received funding in the 2020–21 State Budget to finalise the planning and business case for the redevelopment of Werribee Mercy Hospital. Funding was also provided in the short term for our Emergency Department as part of the 'Werribee Mercy Hospital: Stage 2 Critical Demand for Melbourne's West Project.' The planning work, led by the Victorian Health Building Authority, has progressed during 2020–21 and will continue into 2021–22 incorporating additional funding allocated for planning redevelopment of the WMH Emergency Department. Mercy Health welcomes the opportunity to outline the future service and capital requirements of the redeveloped WMH to ensure that it best addresses the current and future health needs of the community.

First anniversary of our new Paediatric Ward

The Werribee Mercy Hospital Paediatric Ward celebrated its first anniversary on 10 August 2020. Clinical Director of WMH Paediatrics and the Special Care Nursery Dr Kathy McMahon says what she has enjoyed most is seeing children from local families having access to excellent paediatric care not that far from their homes. "While there have been a few initial challenges informing the community that paediatrics was 'open for business', we've no doubt that the ward will grow from strength to strength," she said.

Paediatric Outpatient clinics commenced at WMH in 2020–21 with the team committed to developing and growing the clinics to ensure children and their families can access specialist services close to home.

Mercy Health Breastmilk Bank 10th anniversary

The Mercy Health Breastmilk Bank 10th anniversary celebration was held on 22 February 2021 at the Melbourne Zoo. This was a wonderful event to celebrate the achievements of the Mercy Health team, not only over the past 10 years since the Breastmilk Bank opened, but also the seven years of determination and perseverance before opening that helped make it a reality. There was significant media interest in the event, with coverage by the Herald Sun, ABC TV News and ABC Drive radio, which hopefully will assist with increasing support to facilitate future expansion of the Breastmilk Bank.

The Mercy Health Breastmilk Bank has continued to expand its support to neonates at neonatal intensive care units across Victoria. In addition to the existing satellite sites at Monash Medical Centre and the Royal Children's Hospital, we opened our most recent satellite site at the Royal Women's Hospital in February 2020.



(L-R) Breastmilk Bank nurse and midwife Robyn, who has been working at the Breastmilk Bank since day one, alongside donor and Mercy Health staff member Crissy with son Errico and Breastmilk Bank Nurse Unit Manager Chelsea



O'Connell Family Centre Psychologist Clare (R) with mum Joanne and her daughter Brianna

Early Parenting Centre Whittlesea

In October 2020, Mercy Health was announced as the provider of a new early parenting service to be located in the City of Whittlesea, Victoria. With 70 years' experience in providing early parenting services through Mercy Health O'Connell Family Centre (Canterbury), and more than 100 years as leading provider of healthcare in Victoria, Mercy Health is ideally placed to give mothers and babies from the Whittlesea region the best start in life.

The Whittlesea Early Parenting Centre is one of seven new State Government centres to be built across Victoria over the next four years. Mercy Health is actively involved in the planning and development for the future service including as a member of the Whittlesea Early Parenting Centre Community Advisory Group.

Royal Commission into Victoria's Mental Health System

Mercy Health provides mental health services through Mercy Mental Health. We have analysed the recommendations of the Royal Commission to identify the impact, opportunities and risks. There are a number of impacts for Mercy Health in changes to service regions and scope of service provision, and work continues to ensure the best outcomes for clients in any future service changes.

As a result of the reform work Mercy Health received funding to increase our 2022 graduate mental health nurse intake by five graduate nurses and two clinical educator positions to assist with addressing critical workforce shortages.

Welcoming our new Associate Professor of Allied Health

In April 2021, Mercy Health announced a new joint role in partnership with the Melbourne School of Health Sciences (MSHS) at the University of Melbourne and the Royal Women's Hospital (the Women's) to help improve the lives of women and babies in Victoria. Associate Professor Helena Frawley commenced in the role of Associate Professor of Allied Health in May 2021.

Associate Professor Frawley will work closely with women's health, neonatal and allied health researchers and clinicians across Mercy Hospital for Women and the Women's to deliver health improvements for women and babies. The role will support high-quality clinical research with the aim of identifying effective, evidence-led allied health interventions for women and babies in the fields of physiotherapy, pharmacy, social work, nutrition, speech therapy, radiology, psychology and more.



Announcement of the National Health and Medical Research funding allocations. Mercy Health's world-leading perinatal team was awarded a million-dollar-plus grant to fight preeclampsia. (L-R) Professor James McCluskey (Deputy Vice-Chancellor (Research) University of Melbourne), Professor Stephen Tong (Mercy Perinatal), Associate Professor Tu'uhevaha Kaitu'u-Lino (Mercy Perinatal), Professor Sue Walker (Mercy Perinatal), Adjunct Professor Jason Payne (Chief Executive Health Services), Professor Anne Kelso (NHMRC), Hon Greg Hunt MP (Minister for Health and Aged Care), Adjunct Professor Stephen Cornelissen (Group Chief Executive Office Mercy Health)

Mercy Perinatal

Mercy Perinatal and the Maternal Fetal Medicine Unit at Mercy Hospital for Women have continued to attract national and international acclaim for its work in bringing mothers and babies safely home. Recognised as a centre for excellence in perinatal care, research and teaching, Mercy Perinatal brings together clinicians, academics and researchers who strive to improve outcomes for women and their babies.

Federal Minister for Health Hon Greg Hunt MP visited Mercy Hospital for Women in December 2020 to announce the National Health and Medical Research funding allocations. Mercy Health's world-leading perinatal team was awarded a million-dollar-plus grant to fight preeclampsia, a disease that causes many pregnancy complications and heartache. The funding will be used by a team headed by Associate Professor Tu'uhevaha Kaitu'u-Lino to screen for novel proteins within a mother's bloodstream, which could flag whether she is likely to develop preeclampsia. This exciting research has the potential to deliver greater hope for mothers and babies worldwide.

Due to COVID-19 restrictions, the Mercy Perinatal Global Obstetric Update was run virtually over three nights in November 2020. The online event enabled an international audience to tune into some of the most eminent obstetricians, researchers and teachers

from as far afield as Toronto and Philadelphia in North America, then on to Cape Town, South Africa and concluding in the United Kingdom. Subject matter ranged from what is new in preterm births, an update on the latest evidence for fetal growth restriction and caesarean section, followed by Professor Lucy Chappell from King's College in London closing the conference with an address on 'Renal failure in pregnancy' and the current state of play in the RECOVERY trial for COVID-19 during pregnancy.

Health Services staff and volunteer service awards

While Mercy Health was unable to celebrate the service milestones of current and retired employees over the past 12 months in our usual manner due to COVID-19 restrictions, we recognised the dedication of these 172 staff with a special individual gift. Of the 172 staff, there were 33 marking 20 years, 18 marking 30 years and three marking an incredible 40 years of service.

Mercy Health is extremely proud of the way our staff have faced the challenges of 2020–21 and we are honoured that so many staff choose to work for us for such extended periods. Thank you and congratulations to all staff and volunteers for their commitment to ensuring that Mercy Health continues to deliver the highest quality care for those in need.

About the artist: Dixon Patten

Dixon Patten is a proud Yorta Yorta and Gunnai man.

Dixon has over 13 years' experience in the arts and design space as an artist, curator and graphic designer and is now the lead storyteller for Bayila Creative.

Art has always given Dixon a platform for interpreting and understanding the world through many lenses; his experiences and learnings have given him cultural and personal liberation that has

allowed him to embrace his role as storyteller with honour and pride.

Dixon is passionate about storytelling in all its forms and loves the information, wisdom, knowledge and energy exchange that unites us as people(s).

His motivation is to Indigenise and humanise spaces that may seem otherwise clinical and hopefully influence conversations, instil a sense of understanding and for people to simply connect.





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Mercy Health acknowledges Aboriginal and Torres Strait Islander Peoples as the first Australians. We acknowledge the diversity of Indigenous Australia. We respectfully recognise Elders past, present and emerging. This report was produced on Wurundjeri Country.