



MERCYCARE

Bringing compassion and justice to life



ANNUAL REPORT 2010 – 2011



OUR VISION

To achieve wellbeing, dignity and justice for all

OUR MISSION

To bring compassion and justice to life

OUR VALUES

Justice

Respect

Integrity

Compassion

Excellence

CONTENTS

Chair Report.....	2
Chief Executive Officer Report.....	4
MercyCare Quick Stats.....	6
MercyCare Structure.....	7
Our Identity.....	8
MercyCare Trustees and Executive Members.....	9
MercyCare Board.....	10
The Year in Review.....	12
Mission and Culture.....	14
Our Services.....	16
Hospital and Health Services.....	16
Family and Community Services.....	18
Aged Care Services.....	20
People and Organisational Services.....	21
Finance and Property Services.....	22
MercyCare Financials	23
Community Partnerships and Affiliations.....	24



CHAIR REPORT



Every year MercyCare is witness to growth, change, challenge, success and lesser success - and this year has been no exception. It has been a magnificent year in which the organisation has demonstrated its resilience and its capacity to accommodate a transformative policy environment and meet the ongoing and new needs of the people we serve.

MercyCare has also embraced difficult changes to its internal organisational structure as it continues to consolidate its resources and position itself as a vibrant Catholic service entity in a future full of opportunities for new services and service configurations.

The organisation has eagerly embraced a major change of leadership in the form of a new Chief Executive Officer, Mr Chris Hall. We are indeed fortunate to have been able to engage a CEO with such foresight, commitment, skill and energy to take the organisation on the next stage of its journey in the footsteps of our founder, Sr Catherine McAuley rsm. The spirit and inspiration of Catherine have indeed been very palpable in the organisation during this year when Chris has been forging a revitalised structure and direction guided by the vision of compassion and justice as both the means and ends of our work.

Chris comes to us with a vast and impressive history of organisational leadership and influence in a range of human services and the wider policy arena. We are proud to welcome him and thank him for his huge contribution this year. He has wasted no time in generating the change we need to capitalise on our unique strengths and set of services. A number of new executive members have joined Chris. They, alongside many other new team members, have provided a wellspring of new ideas, energy and enthusiasm. On behalf of the Board, I thank them all as we look forward to an exciting year ahead.

This year we also welcomed two new Board directors, Mr Darren Cutri and Mr Dennis Banks and we

farewelled retiring board director, Mr Keith Geers. I have been delighted to welcome our new directors to the Board and on behalf of the entire organisation, thank Keith Geers for his huge contribution to MercyCare. Amongst so many other things this year we have been able to consolidate our work with our new trustee membership and I express my deep gratitude to Mr Greg Clune, Sr Anne Tormey rsm and Ms Amanda Wheeler for their contributions to the stewardship of this great organisation. We look forward to commissioning new trustees in the coming year.

2010-2011 has been a time of significant change in the public policy environment and human services sector in Western Australia and way beyond our borders. In every industry area in which MercyCare is engaged there have been exciting and sometimes turbulent policy changes and new directions foreshadowed or set. All of the areas including health, mental health, early childhood services, aged care, employment, immigration, refugees, child and family wellbeing and housing have been party to these changes. The State Government is committed to a social reform process for service delivery in Western Australia and has been keen to acknowledge the essential role community service organisations such as MercyCare perform in helping to improve the quality of the lives of many Western Australians. We welcome these important initiatives and await with interest the decision of Fair Work Australia on the national pay equity case for social and community workers.

These changes are mostly 'works in progress' and have provided important considerations for MercyCare

as we successfully commenced this year the most comprehensive strategic planning process since our establishment in 2002. Under the direction of the Board and ably led by Chris Hall and his executive team; informed by a range of stakeholders from various industries within which we work; and assisted by one of Perth's most gifted facilitators, we commenced an extensive collaborative exercise with staff and volunteers across the organisation. In the tradition of Catherine McAuley and the Sisters of Mercy, we are developing a bold three-year plan the aim of which is to better integrate our organisation and see MercyCare flourish as a leading Catholic provider of hospital, health, aged care, and family and community services in Western Australia. Our primary focus for the next three years will be on four key areas: Enhancing Services, Positioning MercyCare, Creating Leadership and Culture, and Developing Organisational Capacity. Inspired by the Gospel and the life of Catherine McAuley this plan will see us build on our current capacity, grow in strength and respond creatively to our community's changing needs. The Board anticipates adopting the completed plan in August 2011.

I take this opportunity to thank the ongoing executive who have enthusiastically contributed to and engaged with the strategic changes that are upon us and thank those executives who have left MercyCare taking their gifts of leadership into other organisations. In particular, I express my thanks and the gratitude of the Board to Mrs Anne Fox, our Executive Director of Mission and Culture, who continued in the role of Acting Chief Executive Officer until the appointment of Chris Hall in November 2010.

Importantly, I thank the Board for their ongoing dedication, stewardship and leadership of MercyCare. We are a great team and we have much to look forward to as we work with a formidable executive team, managers, staff and volunteers of MercyCare in this vital year ahead.



Dr Maria Harries AM
Chairperson

CHIEF EXECUTIVE OFFICER REPORT



I was delighted to accept the position of Chief Executive Officer of MercyCare, commencing on 8 November 2010. From the outset, I have been continually impressed with the breadth and quality of our services and the commitment and dedication of our staff and volunteers.

MercyCare is one of the largest non-government human services organisations in Western Australia and is unique in the range of services and programmes that it provides. It is the only non-government human services organisation in WA that provides hospital, health, aged care and family and community services.

MercyCare has tended to operate as a 'hidden gem' and has gone about its business as a 'quiet achiever'. And yet, in 2010/11 alone, MercyCare's services impacted positively and directly on the lives of well over 25,000 thousand Western Australian families and individuals. We provided services and programs from 20 locations across the metropolitan area of Perth.

My first week in the role coincided with MercyCare's inaugural Leadership and Management Conference held at the Vines Resort. It was a great opportunity to meet the key leaders and managers of the organisation, to start to come to grips with some of the major issues facing the organisation and to begin to determine how we shape the organisation's future vision.

It was at this Conference that I first began to outline the key imperatives for the organisation moving forward, pending the development of the organisation's new strategic plan. These were: simplification, leadership, infrastructure, integration, positioning, planning and performance.

Focussing on these major organisational imperatives has served the organisation well and ensured that we have not 'stood still' as we have undertaken the important process of developing MercyCare's Strategic Plan 2011-14.

Importantly, our existing services and programmes have been enhanced and new and innovative services and programmes have been developed in response to assessed community needs. These many developments are detailed elsewhere in this annual report.

A key focus since November 2010 has been on bringing together and better integrating the various parts of the organisation to form the one MercyCare organisation. Working together as the one organisation we have enormous opportunities and potential to build on the organisation's many achievements to date, to better position the organisation to respond proactively and effectively to a rapidly changing and challenging external environment, and to further grow and develop our services and programmes in support of the Western Australian community.

As part of discerning the organisational capacity that we will need to deliver on the future directions of the organisation, we have reviewed and refined the organisation's corporate structure. We have moved away from a group and divisional structure and are implementing a more effective one-organisation structure based on portfolio roles and responsibilities. As such, my role as Chief Executive Officer is now supported by six Executive Director positions which collectively form MercyCare's Executive Team.

Importantly, two new corporate service directorates of People and Organisational Services and Finance and Property Services have been established to better integrate and improve the efficiency and effectiveness of our corporate services functions. We were delighted

to welcome executive members Mark Loader and Bret Campbell to respectively lead each of these directorates.

Various infrastructure development projects are currently underway including the establishment of a major capital development program and plans to undertake an essential upgrade of the organisation's information and communications technology systems.

Like other not-for-profit organisations, MercyCare is currently operating within a challenging but potentially exciting external environment characterised by significant changes and reforms in government and other public policy and funding arrangements.

Among many of the initiatives at the Federal level, we have seen a much welcomed announcement of an additional \$1.5b in funding for the mental health reform package. The Productivity Commission also delivered its long awaited report into its review of aged care in Australia and MercyCare will continue to advocate for urgent government action in relation to the Commission's recommendations. We await a decision from Fair Work Australia on the Federal Pay Equity Case and will continue to make representations to the Federal Government to adequately fund the outcomes of the decision taken.

The WA Premier's Partnership Forum, of which I am a member, has worked hard to improve the relationship between the WA human services sector and the State Government. It has also progressed the development of a new partnership policy for the delivery of community services to the people of Western Australia.

The 2011 State Budget was very significant for the social and community services sector in Western Australia. In May, the WA Government handed down an unprecedented and landmark social and community services budget which delivered a fifteen per cent funding increase to current service contracts, together with a raft of other related reform and service initiatives. The package has provided vital financial assistance and will assist organisations like MercyCare to better address the recruitment and retention of professional staff through the payment of more competitive salaries to staff working in the community services sector.

There is still much work to be done and many challenges ahead, as we continue to participate in the development and implementation of other key sector and industry initiatives.

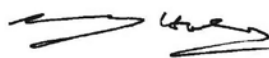
During the year, we farewelled Nicky Howe, Miriam Morgan-Hobbs and Wynton Maddeford, each of whom had been members of the MercyCare Executive Team and who had made significant contributions to MercyCare. We thank them for their contributions and dedication over many years.

I pay tribute to all our staff and volunteers for their unrelenting passion and tireless commitment to advancing the important work in which MercyCare is involved.

I thank the members of the Board for the strong leadership and guidance that they have provided to the organisation and for the particular skills and experience which each of them have brought to ensure the organisation has been effectively governed, especially during a period of significant organisational change. I wish to record my special thanks to Maria Harries for her exceptional personal and professional support.

Finally, I wish to record my deep appreciation and heartfelt thanks to all our partners and to the many individuals and groups in our community who continue to provide such vital support to the important work of MercyCare.

I remain absolutely confident in MercyCare's capacity to continue to move forward, to work for, to work with, and to work on behalf of those in our community who experience vulnerability and disadvantage in its many forms, by bringing compassion and justice to life. We will continue to strengthen the organisation such that it can effectively respond to our changing environment and meet the challenges and embrace the many and exciting opportunities ahead.



Chris Hall
Chief Executive Officer

QUICK MERCYCARE STATS

1,285 staff and volunteers delivered services from 20 service locations.

Mercy Hospital admitted 18,895 patients

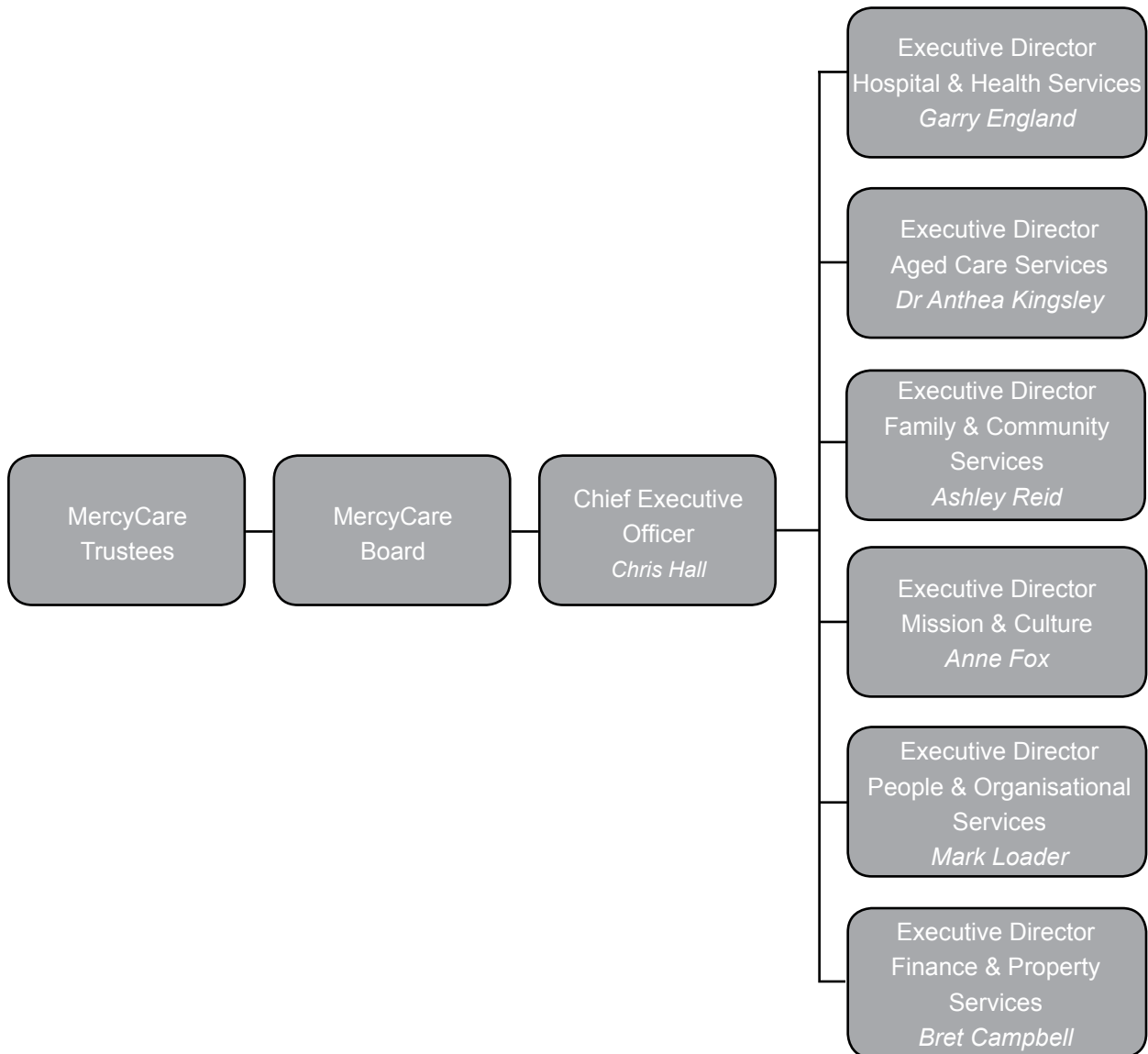
- performed 10,984 surgical procedures
- performed 6,321 endoscopy procedures
- cared for patients over 45,010 patient days
- delivered 1,406 babies.

Family & Community Services assisted over 3,100 individuals, families and communities throughout Perth.

Aged Care Services delivered services to over 1,940 ageing clients.



MERCYCARE STRUCTURE



OUR IDENTITY

MercyCare is a leading Catholic provider of hospital, health, aged care, family and community services.

In 2002, MercyCare was officially constituted as a single Catholic entity under corporate and canon law called a Public Juridic Person (PJP)¹. It is both a civil and canonical entity and is a not-for-profit organisation incorporated under the Incorporations Act 2001 (Cth) as a company limited by guarantee.

A Board comprised of lay leaders accepted the mandate handed to us by the Perth Congregation of the Sisters of Mercy for the stewardship and development of their former ministries. These ministries include services in health and aged care, and for children, youth, families and the community.

The contribution by the Sisters began in Perth in 1846. They met the needs of the community inspired by, and in the tradition of their founder, Catherine McAuley. Catherine's commitment was to meet the spiritual, health, education and housing needs of the poor in Dublin in the early 19th century, especially those of women and children.

Today, MercyCare accepts its role in continuing this proud tradition in responding to the call of the Gospel, the lived tradition of Catherine and the values which shape the organisation.

¹ Canon law is a title for the rules that govern the public order of the Catholic Church. A Public Juridic Person is one established by church authority to carry out in the name of the church, a function for the public good of the church.



MERCYCARE
TRUSTEES



Greg Clune
Chair



Sr Anne Tormey rsm



Amanda Wheeler

MERCYCARE
EXECUTIVE TEAM
as at 30 June 2011



Chris Hall
Chief Executive Officer



Bret Campbell
*Executive Director
Finance & Property
Services*



Garry England
*Executive Director
Hospital & Health
Services*



Anne Fox
*Executive Director
Mission & Culture*



Dr Anthea Kingsley
*Executive Director
Aged Care Services*



Mark Loader
*Executive Director
People &
Organisational
Services*



Ashley Reid
*Executive Director
Family & Community
Services*

MERCYCARE BOARD



Name	Dr Maria Harries AM
Qualifications	BA (UTAS), Dip Soc Stud (UWA), M.Soc.Admin (Flinders), PhD (Murdoch)
Experience	Associate Professor, Senior Hon Research Fellow, School of Social and Cultural Studies, The University of Western Australia
MercyCare Responsibilities	Board Chair, Finance Committee, Mission Stewardship Committee, Chair Governance Committee, Chair Nomination Committee
Board meetings attended	9 of 9



Name	Tony Wheeler
Qualifications	Dip Tribunal Practice
Experience	Retired – Corporate and Retail Banking
MercyCare Responsibilities	Deputy Board Chair, Chair Finance Committee, Risk and Audit Committee
Board meetings attended	7 of 9



Name	Dennis Banks (<i>Appointed Jun 2011</i>)
Qualifications	Bachelor of Science, Bachelor of Psychology, Master in Business Administration
Experience	Superannuation and Financial Services
MercyCare Responsibilities	Board Member, Governance Committee
Board meetings attended	1 of 1



Name	Dianne Bianchini
Qualifications	Bachelor of Social Work, Post Graduate Diploma of Health Administration, Graduate Certificate of Management
Experience	Social Worker, Manager and Director in health reform
MercyCare Responsibilities	Board Member, Governance Committee, Mission Stewardship Committee
Board meetings attended	9 of 9



Name	Maureen Colgan
Qualifications	General Nurse
Experience	Retired - Nursing
MercyCare Responsibilities	Board Member, Finance Committee, Mission Stewardship Committee
Board meetings attended	9 of 9

Name Darren Cutri (*Appointed Feb 2011*)

Qualifications Bachelor of Business, CPA, MAICD

Experience Chief Finance Officer, Notre Dame University

MercyCare Responsibilities Board Member, Finance Committee,
Risk and Audit Committee

Board meetings attended 4 of 4



Name Keith Geers (*Retired Oct 2010*)

Qualifications Bachelor of Business, FCPA, FICS

Experience Accounting and Finance

MercyCare Responsibilities Board Member, Finance Committee,
Risk and Audit Committee

Board meetings attended 2 of 4



Name Sr Adele Howard rsm

Qualifications Master of Theology, Master of Arts (Media Arts),
Bachelor of Theology

Experience Director of Fraynetwork Multimedia, Teacher

MercyCare Responsibilities Board Member

Board meetings attended 6 of 9



Name Dr Mark McKenna

Qualifications MBBS (UWA) Bachelor of Medicine and Bachelor
of Surgery, FRANZCOG (Fellow of Royal Australian
and New Zealand College of Obstetricians and
Gynaecologists)

Experience Medical Practitioner, Obstetrics, Gynaecology and
Reproductive Endocrinology

MercyCare Responsibilities Board Member

Board meetings attended 7 of 9



Name Michael Reutens

Qualifications Bachelor of Science (Hons)

Experience Retired - Industry and Commercial Management

MercyCare Responsibilities Board Member, Chair Risk and Audit Committee,
Chair Mission Stewardship Committee,
Nominations Committee, Finance Committee

Board meetings attended 9 of 9



Name Maurice Spillane

Qualifications Barrister and Solicitor

Experience Legal

MercyCare Responsibilities Board Member, Governance Committee

Board meetings attended 6 of 9



THE YEAR IN REVIEW

MercyCare welcomes
Chris Hall
as its new
Chief Executive Officer.



MercyCare develops new
Strategic Plan
for 2011 – 2014.



**New Child Day
Care Centre**
officially opened in Bedford
by the Hon Robyn McSweeney
MLC.

Mercy Hospital experiences
annual growth
of 45% in gynaecology surgery
and 10% in orthopaedic surgery.

A Mercy Hospital midwife
is awarded
**Midwife of
the Year**
for second consecutive year.

Mercy Hospital offers
virtual tour
of Family Birthing Unit.



Mercy Retirement Village ~
Wembley receives its

**inaugural
accreditation.**

Mercy Hospital Mount Lawley
establishes Western Australia's
only accredited

**Specialist
Rehabilitation
Service.**



Aged Care Services receives

**Joanna Briggs
Institute's
Endorsement**

as an Evidence Based Practice
Organisation.

Partnership established with
Australian Red Cross to deliver

**Community Care
Programme**

to provide accommodation and
support for Unaccompanied
Minors seeking asylum.

Partnerships established with
Multicultural Services Centre WA
to deliver

**Workforce
Development
Centre.**



Aged Care Services
lodges **successful
application**

for Extended Aged Care at Home
packages.

MISSION AND CULTURE



The year just passed has provided opportunities for MercyCare to focus anew on its Mission, Vision and Values, its Catholic life, and its formation, in the midst of a significant change process. This work is on-going but threaded through the changes has been the constant of faithfulness to our Mission in myriad ways. Formation and Celebration are key ways we develop our culture, and respect its origins in the healing ministry of Jesus, and the faithfulness to that ministry in the life and work of Catherine McAuley. As we continue to seek new ways to fulfil our Mission as a ministry of the Catholic Church through the call to prophetic witness in the world, in particular to the vulnerable, which renders the love of God made visible. The following is an account of MercyCare's attention to its Mission and culture during the past year.

Catholic Sacramental Life

- Provision of Sacraments (Mass, Communion, Sacrament of the Sick) at Mercy Hospital and Mercy Aged Care.

Formation

- Mercy Week Leadership Formation Workshop September 2010.
- Board Formation workshop, 22 October 2010, led by Board Chair, Maria Harries.
- Commissioning of new Chief Executive Officer, Chris Hall, and Commissioning of Senior Leaders and Managers, November 2010.
- "Shaping Vision to 2020" Conference, The Vines, November 2010 for Board, Leaders, Managers.
- Board Formation weekend: Lay Leadership within the Charism (spirit) of Catherine McAuley, Board, Chief Executive Officer and Executive Director Mission and Culture, May 2011.

Celebration of the Liturgical Seasons

- Advent and Christmas celebrations for 2010 included: Advent ceremonies, Christmas Masses, Carol Services, lunches, carol singing in the hospital, staff donations of funds and goods for Christmas hampers collected and distributed at Mirrabooka.
- World Day of the Sick 2011: blessings offered in Mercy Hospital and Mercy Aged Care to patients and residents.
- Lent and Easter 2011: Shrove Tuesday observed with special food; Lenten Appeal boxes made available for staff donation; Ash Wednesday Masses said; Holy Week roving Way of the Cross shared throughout MercyCare; Holy Week Ceremonies held; Easter eggs distributed to patients, residents; Easter Masses said.

Blessings to commemorate the opening of:

- Wembley Green Central Office, September 2010.
- Mercy Hospital Rehabilitation Unit, December 2010.
- Mirrabooka Workforce Development Centre, December 2010.
- Bedford Child Day Care Centre, March 2011.

Observance of Mercy tradition during Mercy Week, 20-24 September 2010

- Mercy Day Masses said at Mercy Hospital and Mercy Aged Care.
- Blue ribbons worn by all staff to commemorate the week.
- Presentation of Values in Action Awards to staff/volunteers who significantly witnessed to the five Values of MercyCare during the year.
- Reflections prepared for use by staff teams throughout the week.
- Presentation of Length of Services Awards to staff/volunteers who worked continuously at MercyCare for 5 - 35 years.
- Teams and Directorates held own celebrations (eg. Lunches, morning teas).

Pastoral Services

- Pastoral care delivered to patients in Mercy Hospital, residents in Mercy Aged and Community Care. Services include pastoral intervention, spiritual services, sacramental and Eucharistic ministry, and family support.

Memorial Services

- Memorial Service held for Vivienne Sprigg, Director of Nursing, Mercy Hospital, April 2011.
- Assistance available to families in the preparation of funerals and memorial services, Mercy Hospital, Mercy Aged and Community Care.

Catherine McAuley Award for Women in Leadership and Service

- 19 Awardees (age 26-40+) completed the year-long leadership program and graduated in December 2010.
- Induction of 20 new Awardees for 2011 at the Graduation Ceremony.

Other key achievements

- Celebrations Committee coordinated key liturgical and MercyCare celebrations for the year.
- Nurses from Mercy Hospital and Mercy Aged Care attended Assisting Colleagues with Ethics programme at the invitation of St John of God Health Care.
- Appointment of new Director of Mission, August 2010.
- Board, Chief Executive Officer and senior staff represented at Catholic Health Australia Conference, Adelaide, August 2010.
- MercyCare published an apology in the West Australian (18 October 2010), in recognition of the suffering of single pregnant women whose babies were given up for adoption following delivery at St Anne's hospital.
- Introduction of The Olive Branch (monthly liturgical and MercyCare Calendar with commentary).
- MercyCare Ethics Committee decision to transfer MercyCare research ethics applications to the St John of God Health Care Ethics Committee for consideration on MercyCare's behalf, February 2011.
- Board Member representatives, Chief Executive Officer and Executive Director Mission and Culture attended Catholic Health Australia Governance Conference, Sydney, April 2011.
- Executive Formation Retreat held, May 2011.
- Director of Mission attended Catholic Health Australia Mission Leader Workshop, Sydney June 2011.
- Development of Values concertina cards for distribution at Orientation 2011 printed.
- Pastoral Care Review undertaken to unite the services across the organisation.
- Executive Director Mission and Culture attended meetings of the Catholic Health Australia Education and Formation Committee.
- The outgoing chair of the MercyCare Ethics Committee and the Executive Director Mission and Culture attended meetings of the Catholic Health Australia Bio Ethics Forum.

OUR SERVICES

HOSPITAL AND HEALTH SERVICES

Mercy Hospital Mount Lawley is a licensed 244 bed facility, providing comprehensive care for public and private patients, entitled veterans and self-insured patients in the clinical specialties of Specialist Rehabilitation Service; Obstetrics; Orthopaedics; Paediatrics; General and Day Surgery; Gastroenterology; Urology; Gynaecology; Plastics; Ear, Nose and Throat; Medicine; Oral Surgery; Bariatric Surgery and Restorative and Mental Health Aged Care. This past year Mercy Hospital has welcomed 1,406 babies, admitted 18,895 patients, performed 10,984 surgical procedures, 6,321 endoscopy procedures and cared for patients over 45,010 patient days.

The key objectives for 2010/11 were to:

- Expand and improve services
- Position Mercy Hospital Mount Lawley as a leader in its field
- Ensure sound planning practices are in place
- Provide excellence in service and staffing

Key achievements

- The Hospital continued to grow activity in its key speciality areas of clinical services, with annual growth of 45% in gynaecology surgery and 10% in orthopaedic surgery.
- The Hospital's targeted strategy of recruiting additional Specialists has resulted in the appointment of nine new Specialists, including three in obstetrics and gynaecology.
- A Clinical Services Plan was developed to provide a clear understanding of the health service needs for the primary and secondary catchment populations of Mercy Hospital, which in turn now enables plans for the future direction of Mercy Hospital to be determined.
- There was an increased focus on delivering physiotherapy treatments and appointing a new physiotherapy provider has seen a reduction in the length of patient stay and increased patient education.
- 98% of all Hospital policies and procedures have been updated thus ensuring that staff can access accurate and timely information necessary for them to for full their duties and responsibilities.
- Mercy Hospital has focussed on raising its profile within the WA Health Community, Universities and Colleges, as well as within Catholic Hospitals throughout Australia by:
 - Appointing a Veteran Affairs' Liaison Officer to assist the Department of Veteran Affairs' patients in ensuring all their requirements are addressed.
 - Developing a joint Department of Health initiative with Nursing Graduate Program recruitment.
 - Ensuring memberships with the Chamber of Commerce and Industry Health Policy Forum, Chamber of Commerce and Industry Health Workforce Strategy Group, Australasian Rehabilitation Outcomes Centre, the Catholic Alliance Advisory Board and Notre Dame University Nursing Advisory Board.
- Through benchmarking coordinated by Catholic Negotiating Alliance, Mercy Hospital is recognised as providing industry best practice performance in managing patient length of stay across a range of treatments.
- Mercy Hospital established Western Australia's only private Specialist Rehabilitation Service to be fully compliant with the clinical and quality standards and requirements of the Australasian Rehabilitation Outcomes Centre.

- Mercy Hospital has made significant changes in the provision of hand hygiene practice. The data collected through this initiative is reported to the Department of Health and Hand Hygiene Australia for benchmarking. Mercy Hospital scores lower infection rates than other hospitals.
- Formation of the Drugs and Therapeutics Committee has ensured a continued focus on medication safety and quality for staff and patients.
- Mercy Hospital participated in four independent consumer surveys focussing on clinical care and hotel services provided to patients. The Hospital was rated highly and recognised as a leading private hospital in Western Australia.
- Staff are trained and proficient in all core competencies including emergency procedures, Equal Employment Opportunity, Occupational Health and Safety, basic life support, infection control and manual handling using a unique on-line learning environment.
- Mercy Hospital appointed a consumer representative as an active member of the Safety Quality and Risk Management Committee to ensure Mercy Hospital is actively listening to its community and responding accordingly.
- The re-establishment of the Volunteer Liaison Committee.



In the last year Mercy Hospital's Family Birthing Unit, with its 87 midwives, nurses, student nurses, patient care assistants and ward clerks, along with 11 obstetricians and 6 paediatricians, welcomed 1,460 babies into the world.

- Mercy Hospital developed a partnership with Look @ My Baby to offer women and their families the latest technology to be able to share their new baby with relatives and friends via the Internet. The technology was also used to create a 'virtual tour' of the Family Birthing Unit via its website, to allow families to view the environment and facilities from their own home.
- Midwives now have access to K2 online education via the internet. This allows them the latest information on foetal monitoring and allows increased knowledge and performance of best practice when caring for women in labour.
- Mercy Hospital midwife, Haydee Cowper, won the Johnson & Johnson WA Midwife of the Year Award in 2011. It is the second consecutive year that a Mercy Hospital midwife has won the Award, with Joan Wild the successful WA recipient in 2010.

FAMILY AND COMMUNITY SERVICES

Family and Community Services operates from 16 sites across the Perth metropolitan area and provides a diverse and broad range of services, some of which include: child day care, employment and training, community development, youth and foster care services.

The key objectives for 2010/11 were to:

- Grow and improve services
- Continue to focus on providing excellence and innovation in service delivery
- Improve financial performance
- Continue to focus on workforce development
- Advocate for those in need

Key achievements

Child Day Care offered children aged 0-6 a fun and stimulating environment in which to learn and grow during their crucial early years. Staff and volunteers cared for children from 696 families throughout Perth.

- There was a 31% increase in the total number of families enrolled in all child day care services.
- There was a 20% increase in occupancy at Seville Grove child day care centre, a 37% increase at Thornlie child day care centre and a 43% increase at Bedford child day care centre.
- The refurbished Bedford child day care centre (a 120 place centre) was officially opened by the Hon Robyn McSweeney MLC, Minister for Child Protection; Community Services; Seniors and Volunteering; Women's Interests; Youth in November 2010.
- All Centres offered dance, music and movement classes, along with foreign language classes at selected centres. Children have been visited by the Baby Animal Farm, Aboriginal groups, storytellers and parents' show and tell, where parents explain their professions (eg. doctors, nurses, dentists) to the children.
- Staff have received training on the Early Years Learning Framework and a number of key childhood developmental areas, such as; children's behaviour, managing stress, outdoor activities, child protection, anaphylactic shock and asthma.

MercyCare's Youth Services has assisted 453 young people and families. The Reconnect programme offered outreach support for 311 young people aged 12-18 who were having difficulties staying at home. Youth Support Service assisted 43 young people to gain accommodation. Housing Support Service helped 23 people secure and maintain a rental property in Perth. Carlow House provided accommodation for 18 homeless young people aged 16-18 and Coolock Units housed 13 young mums aged between 16 and 25.

- Through the 'A Place to Call Home initiative', three families on the Department of Housing priority waitlist due to homelessness, were allocated homes and supported by MercyCare to address the issues contributing to their homelessness and to maintain the tenancy.
- The Reconnect programme achieved higher results in its performance output than the average benchmark (the Performance Assessment Criteria) as set out by the Department of Families, Housing, Community Services and Indigenous Affairs, for young people who benefited through support or had their living situation improved.
- The Reconnect programme was a key player in developing the WA Reconnect Forum, where WA Reconnect Services meet quarterly to identify trends, issues, gaps in service and lobby for change to services and policy to better meet their clients' needs.
- Over 80% of staff completed training courses relevant to their role throughout the year, and attended a variety of conferences and forums as part of workforce development.

Out of Home Care Services has provided foster care services for 45 children, Family Group Homes for 26 children, and the Community Care Programme for unaccompanied minors released from detention whilst awaiting assessment for a Protection Visa has seen 13 children placed into our care with 10 successfully transitioned into the community.

- A partnership was established with Australian Red Cross to deliver a Community Care Programme to provide accommodation and support for unaccompanied minors (asylum seekers) released from detention whilst awaiting assessment for a Protection Visa.
- An additional five places were awarded to Fostering Services for service excellence (an 11% increase in service delivery), and we have been working with the Department for Child Protection in developing a trial of delegated case management.
- A training and skills audit was completed for staff within Family Group Homes and development

opportunities identified. All carers have completed initial Response Ability Pathways Training and attend regular developmental training.

- The MercyCare Fostering Services Christmas Picnic was held in December 2010. This was the first year that we combined the celebration to include children from Fostering Services and Family Group Homes. They celebrated Christmas with a picnic on the Aquinas College grounds, complete with Santa, presents, an animal farm and bouncy castle. Special thanks go to Aquinas College for their kind donation of the use of their facilities.



MercyCare's Community and Workforce Development programmes, based at Mirrabooka, focus on providing services and assistance to people in need from diverse backgrounds. Over 1,500 families have been supported with a range of services including career planning, interest free loans, life settlement skills, career advice, financial awareness, family relationships, health, nutrition, accommodation and tenancy assistance. Approximately 470 hours of counselling was provided for drug and alcohol related support and over 60 settlement and community information sessions were held for Culturally and Linguistically Diverse (CaLD) clients.

- The Rental Ready course was developed within the Settlement Grants Programme, to provide training and advice on obtaining and living in a rental property in Australia. This was achieved in partnership with the Tenants Advisory Service.
- Assistance was provided to local organisations and the Northern Suburbs Legal Centre to produce a driver training handbook and DVD for CaLD clients and Lifeskills courses and settlement information sessions for refugees and humanitarian entrants.
- A partnership with the Multicultural Services Centre WA has helped provide a Workforce Development Centre which assists people from a CaLD background to make educational, training and work choices.
- Anjali Mukund, Manager Community and Workforce Development, was awarded the International Women's Day Award by the Ethnic Communities Council, for her outstanding contribution to the sector and to the ethnic community.
- 'Understanding Australian Citizenship' sessions were established for migrants who are considering taking up Australian citizenship.

AGED CARE SERVICES

Since 1978, MercyCare's Aged Care Services has delivered a wide range of services to our ageing community in Perth.

This past year, Aged Care Services assisted over 1,645 people living in their own homes in the community, 160 residents in Mercy Village ~ Wembley and 137 residents in our residential facility in Wembley. As our services continue to grow, we look forward to helping more people in the future.

The key objectives for 2010/11 were to:

- Increase productivity to maximise service delivery
- Grow services to reach a greater number of people in need
- Support the implementation of evidence based services
- Improve financial performance

Key achievements

- Implementation of the New Way model for residential care. This model restructured service delivery, redefined the roles of registered nurses, up-skilled care staff, and offered care staff a defined career pathway. This model delivered both improved productivity and also contributed to improved financial performance.
- Mercy at Home Services has increased in response to the provision of care for ageing religious women. The service has enabled this unique group of consumers to be supported in their own environment under a community care based model of ageing-in-place.
- Successful Aged Care Application Rounds (ACAR) application for Extended Aged Care at Home. These 20 packages will enable clients with high care needs to be cared for at home rather than seek admission into residential care.
- Increased revenue and reduced expenditure in the residential care facility.
- Improved financial performance in community care services.
- Establishment of detailed benchmarking tools, including education of managers in interpretation of the tools resulting in greater ownership and accountability for service unit budgets.
- Restructure of community care teams to better align with the implementation of the new Home and Community Care Service model. This included a definition of care co-ordinator responsibilities, up-skilling of senior support workers and revision of internal processes.
- Award of the Joanna Briggs Institute's *Endorsement as an Evidence Based Practice Organisation*. This endorsement recognises the commitment to implementation of evidence based practice, including the development of appropriate clinical governance, systems and staff education to support this commitment. MercyCare is the only residential aged care facility in WA to receive this endorsement.
- MercyCare's Occupational Therapy Team, in residential aged care services, was awarded Curtin University's 2011 School of Occupational Therapy and Social Work "Organisational Excellence in Occupational Therapy Student Fieldwork Supervision Award". Congratulations to Linda Dryka and her team for the outstanding effort and contribution in receiving this award.
- A volunteer received an "Excellence in Care Award" in the volunteer category at the Aged Care Services WA (ACSWA) Annual awards dinner held at Burswood Entertainment Complex in June 2010. Two other volunteers were also nominated for their outstanding service, dedication and commitment.

PEOPLE AND ORGANISATIONAL SERVICES



MercyCare employs over 1,200 staff and volunteers across 20 sites throughout the Perth metropolitan region. We continue to invest in ongoing training, development and support for our staff, in order to enable them to focus on delivering quality services and bringing our Mission to life each day.

Total Number of staff and volunteers 1,285.

- Number of staff 1,145.
- Number of volunteers 140.

The key objectives for 2010/11 were to:

- Ensure sound, effective internal processes are in place
- Ensure safety standards are of the highest nature
- Maintain accurate and relevant Industrial Relations compliance
- Introduce Workforce Development initiatives

Key achievements

- Human Resources (HR) and Occupational Health and Safety (OHS) policies were reviewed.
- HR and Payroll reports were reviewed and updated.
- An Employee Wellbeing Programme was commenced.
- Electronic Lodgement of employee data to the Australian Tax Office was introduced, as well as Electronic Payslip Advices.
- Systems were configured to accommodate the Government's Paid Parental Leave entitlements for staff and to maintain National Police Clearance updates.
- Integration of the payroll and rostering system was commenced.
- The OHS Strategy was reviewed and implementation of recommendations commenced.
- The OHS Contractors' Manual was finalised.
- A Hazard Management Report was undertaken at the Wembley Barrett Street site.
- Immunisation records updated and Bio Hazards kits developed for aged care and child day care staff.
- All Common Law and Executive contracts were reviewed to ensure they were compliant with the National Employment Standards (NES) and Fair Work Australia (FWA).
- New Salary Packaging arrangements for staff were finalised.
- A Probation Review System was implemented.
- Recruitment and Selection Methods/Tools were reviewed and implementation of recommendations commenced.

Thank you to all our staff and volunteers
for your commitment and dedication
to assisting the people we serve.

FINANCE AND PROPERTY SERVICES



A number of internal services are delivered through the newly created directorate of Finance & Property Services including Information Technology, Property Services, Maintenance, Finance and Accounts.

The key objectives for 2010/11 were to:

- Improve financial planning, performance and reporting
- Develop MercyCare's information, communication and technology
- Develop MercyCare's Property Strategy

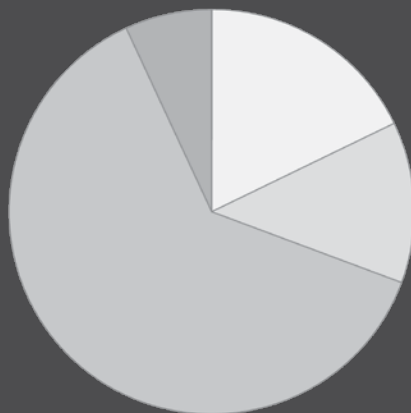
Key achievements

- An overall Property Strategy is being developed, including a property audit, clarification of resources requirements, roles and responsibilities, property development, facilities management and procurement.
- A new financial reporting model, for the MercyCare Board, was developed and implemented.
- A review of the IT hardware, software and infrastructure was undertaken to identify MercyCare's future information, communication and technology needs.
- The MercyCare Intranet was developed and is now live.
- A need was identified for a project management framework and contract management system which will be implemented.
- Commenced review of rostering systems and potential solutions.
- Implemented remote IT connectivity projects.
- Initiated business analytical review for major programs and systems.

FINANCIALS

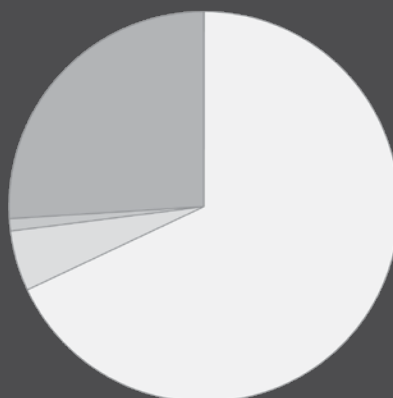
Consolidated financial overview for the year ended 30 June 2011

What we earned
Total Income: \$84,295,000



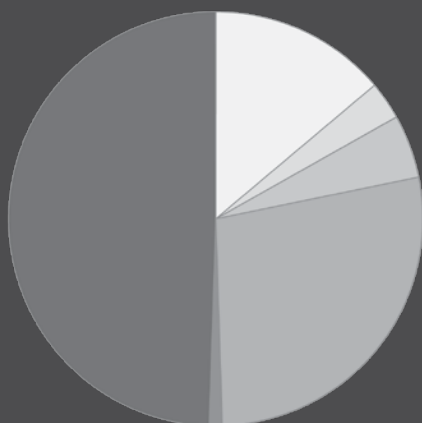
- 18% State Government Subsidies
- 13% Commonwealth Government Subsidies
- 63% Patient & Client Income
- 6% Other Revenue

What we spent
Total Expenditure: \$78,464,000



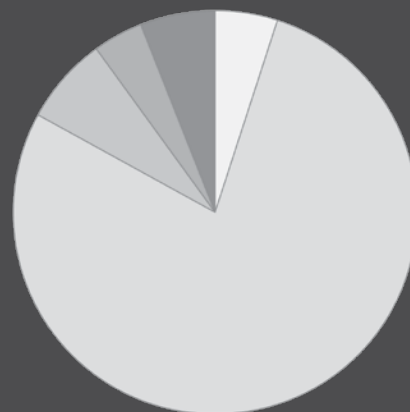
- 68% Employee expenses
- 5% Depreciation and amortisation expenses
- 1% Write-down of Work in Progress
- 26% Other expenses

What we own
\$179,876,000



- 13% Cash Assets
- 3% Receivables & Other
- 5% Deferred Facility Fee
- 28% Ingoing Village Resident Contribution
- 1% Inventory
- 50% Property, Plant and Equipment

What we owe
\$128,061,000



- 5% Payables
- 78% Village Resident Liability
- 7% Hostel Accommodation Bonds
- 4% Interest Bearing Liabilities
- 6% Provisions

COMMUNITY PARTNERSHIPS AND AFFILIATIONS

With sincere thanks to everyone that has worked with, and supported, us over the past year.

Adult Migrant Education Services (AMES)

Adult Migrant English Programme (AMEP)

Aged Care Services WA (ACSWA)

Aged Care Standards & Accreditation Agency

Alliance for Children at Risk

Alzheimers Australia

Australian Council of Social Service (ACOSS)

Bethesda Hospital

BUPA

Cancer Council of WA

Carewest

Caritas

Catholic Archbishop of Perth

Catholic Education Office

Catholic Health Australia

Catholic Social Services Australia (CSSA)

Centrelink

Chamber of Commerce and Industry

CHILD Australia

Child Care Licensing Board

College of Gastroenterologist Nurses (COGEN)

Commonwealth Care Link

Commonwealth Government of Australia

Community Employers WA (CEWA)

Community Housing Coalition of WA

Derbarl Yerrigan

Downings Legal

DrugArm

Employment Directions Network (EDN)

Ethnic Communities Council of Western Australia (ECCWA)

Good Shepherd Youth and Family Service

Government of Western Australia

Grant Thornton

HBF

Home and Community Care Regional Assessment Services

Homelessness Australia

INDABA Consulting

Ishar Multicultural Women's Health Centre

Jewish Home Care - Maurice Zeffett Residential Care Facility

Leadership WA

Liz Pattison Pty Ltd

Look @ my baby

Lotterywest

Low Interest Loans Network (LILN)

Marist Youth Care

Medibank Private

Multicultural Services Centre WA

National Australia Bank

National Childcare Accreditation Council (NCAC)

NIB



MERCYCARE

Bringing compassion and justice to life

Suite 21, 127 Herdsman Parade,
Wembley WA 6014
t: 08 9442 3444 f: 08 9111 2222
e: corporate@mercy care.com.au

MercyCare Ltd.
ACN: 098 197 490

Alternative formats available, please call (08) 9442 3444
Printed on 50% recycled paper