

2022-23 Annual Report





Caring for the Peninsula

The Bays Healthcare Group is a community-owned, not-for-profit healthcare provider.

PURPOSE

Our purpose is to provide exceptional, personalised care to our community on the Mornington Peninsula.

VISION

To be the trusted healthcare organisation of choice providing innovative care to the community.

MISSION

We retain the spirit of our bush nursing heritage, our members and our community to provide 'The Bays Difference' for future generations.



PROUDLY
NOT FOR PROFIT AND
COMMUNITY OWNED

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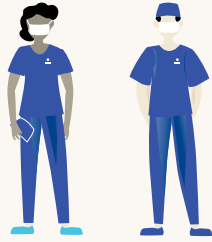
Highlights

AT A GLANCE

Hospital



22,280
acute care
patient days*



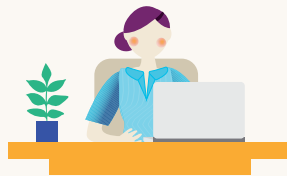
10,130
operations



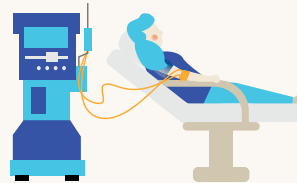
506
babies born



418
acute staff



13,035
acute care
admissions*



3,255
individual dialysis
sessions

Community



\$362,846
donated



95
volunteers providing
8,165 hours of service

856
members



300
participants at health
and wellbeing events

*including public patients

Aged care



90
residents



31,446
resident days



780+
lifestyle program
activities



168
staff



94,338
meals

Financial performance



\$48,611,783
consolidated revenue



\$1,316,482
consolidated operating profit



\$2,016,291
capital
expenditure



Chair's Report

BRETT GALLAGHER, CHAIR
BOARD OF DIRECTORS

Following two years in a global health pandemic, 2022-23 was a year of normalisation, a year without elective surgery restrictions or lockdowns. Despite this, the challenges continued with staffing shortages, supply chain challenges, rising costs and as a result, delay to key projects.

The ever-changing healthcare environment was a good reason to revisit our purpose, vision and mission. We adopted a new vision "to be the trusted healthcare organisation of choice providing innovative care to the community". This aspiration will help guide our future as we embark on setting our five-year strategy from 2023 to 2028.

Our generous community of donors enabled us to purchase essential medical equipment. I thank all of our donors for ensuring that we continue to provide the highest quality of care to our residents and patients. Your unwavering support and contributions truly demonstrate the incredible warmth and sentiment that exists within our community.

Throughout the year, we witnessed countless stories of compassion and resilience from our dedicated healthcare professionals. They worked tirelessly to deliver exceptional care to our residents, patients and their families.

We also continued to prioritise the wellbeing and satisfaction of our patients, residents and their families. Our focus on patient-centered care remained unchanged, as we strived to create a welcoming and comforting environment for all those who walked through our doors. The

positive feedback and gratitude we received from our residents and patients reflects the care and compassion they experienced from our dedicated team while at The Bays.

As we reflect on the challenges and achievements of the past year, we are reminded of the strength of community. The collective efforts of our doctors, staff, volunteers, donors, and community partners have made a lasting impact on the lives of many. Together, we have built a healthcare organisation that not only provides innovative care but also fosters a sense of welcoming and belonging.

Looking ahead, we are excited about the opportunities in front of us. We remain committed to our vision of being the trusted healthcare organisation of choice providing innovative care to the community. We will continue to innovate and adapt to meet the evolving needs of our community. We will deliver a new Cancer Centre in late 2024 that meets the growing demand for these services. With the continued support and engagement of our community, we are confident in our ability to play a vital role in the ongoing provision of first-class local healthcare.

In closing, I want to express my deepest gratitude to all those who have contributed to our success. Jade Phelan our Chief Executive Officer, our Executive Team, management, staff, doctors, volunteers, donors, the community we serve and the Board. For without your commitment our important local healthcare services would not be possible.



CEO's Report

JADE PHELAN
CHIEF EXECUTIVE OFFICER

When I reflect on the 2022-23 financial year, there are so many wonderful achievements and positive stories. One of the most outstanding achievements is the consistent positive feedback received from patient surveys. This is a testament to the high quality of care our patients and residents receive daily.

This year we recommenced our investment program following the pandemic. During the year we implemented AutumnCare in our aged care home, an electronic resident management system focussed on quality and resident care. We are grateful to the John T Reid Charitable Trust for providing funding towards the implementation of this important system. We also selected a vendor for a new payroll, human resource management and time in attendance system, and commenced planning for the rollout.

In 2023-24, the Board will continue to support the Executive Team in driving more technology and equipment to improve resident and patient care, and overall business productivity.

During the year we purchased much-needed medical equipment for the hospital. Without the support of our generous donors this would not have been possible. I sincerely thank all of our donors who continue to support our bi-annual hospital equipment appeals. I also thank the Mornington Rotary Club and the Lions Club of Mornington for their ongoing support of our hospital.

This year we celebrated our volunteers during National Volunteer Week where the theme was 'change makers', reflecting that volunteers take action to make the world a better place. This is certainly the case with our volunteers at The Bays. Every day our volunteers make a positive change to improve the lives and wellbeing of our residents, patients, staff and each other. We are grateful for the crucial role that our volunteers play in enabling us to provide exceptional healthcare services. You all do it with the biggest smiles.

Every day the team at the Bays do an amazing job in ensuring our patients, residents and their families are safe and supported. They do this with compassion, kindness and empathy. Their genuine desire to make a positive difference in the lives of others is noticed every day. I truly thank you all for the exceptional care and unwavering dedication you provide every day. Your commitment to the well-being of our patients, residents and each other is truly remarkable. Thank you!

I appreciate the valuable contribution and guidance of our Board, especially during the past year. I also want to acknowledge the efforts and achievements of our leadership team, who have worked tirelessly and diligently. And I want to express my gratitude to our staff, doctors, allied health professionals, volunteers and members who have shown remarkable dedication and commitment to The Bays.

We are optimistic about the future as we embark on setting our five-year strategic plan. This plan will ensure that The Bays will continue to serve the Mornington Peninsula community and provide much needed and relevant healthcare services.





CFO's Report

STEVEN TAYLOR
CHIEF FINANCIAL OFFICER

Post the challenging COVID-19 two-year period, the Bays Healthcare Group reported an operating profit (EBITDA) of \$1.2m in 2022-23. As a result of the DHHS Funding agreement impact in 2021-22, this result was a decline of \$3.1m compared to the previous year. After accounting for depreciation and finance costs, the net profit deficit was (\$1.5m), down on the \$1.6m surplus posted in 2021-22.

Reported revenue for the group was lower by \$2.2m in 2022-23 due to the fact in 2021-22, the hospital was operating for a longer period under the DHHS Funding Agreement, where financial support received for expenses (including non-cash expense items like depreciation) was recorded as revenue. In the early stages of 2022-23, the hospital received \$1.7m of funding support in contrast to 2021-22, where the hospital received \$6.1m.

However, a number of key operating revenue metrics showed strong improvement during 2022-23, the trajectory of which is setting up the group to post a much-improved result in the next financial year.

Of note, in 2022-23 the Group achieved:

- a 6.3 per cent rise in hospital admissions, including public patients transferred to The Bays;

- an 8.3 per cent growth in surgical admissions;
- over 90 per cent occupancy rate at our aged care home; and
- a 28.5 per cent increase in day infusion days.

In 2022-23, cost management initiatives kept expense increases below the high inflation rates. Employee expenses rose \$0.9m, 2.6 per cent higher than the previous year, while non-staff expenses increased slightly to \$13.0m, less than 1 per cent up on 2021-22. This excellent result was achieved even with the greater hospital activity mentioned above. This sustained cost management discipline will assist the group in showing improved financial performance in 2023-24.

2022-23 was a year of strategic information technology investments for the Group. Key initiatives comprised investments in a state-of-the-art resident management system specifically for aged care and the planning of a new time and attendance solution catering to both hospital and aged care requirements. Ongoing investment in our hospital IT platforms remains an important priority for the group.

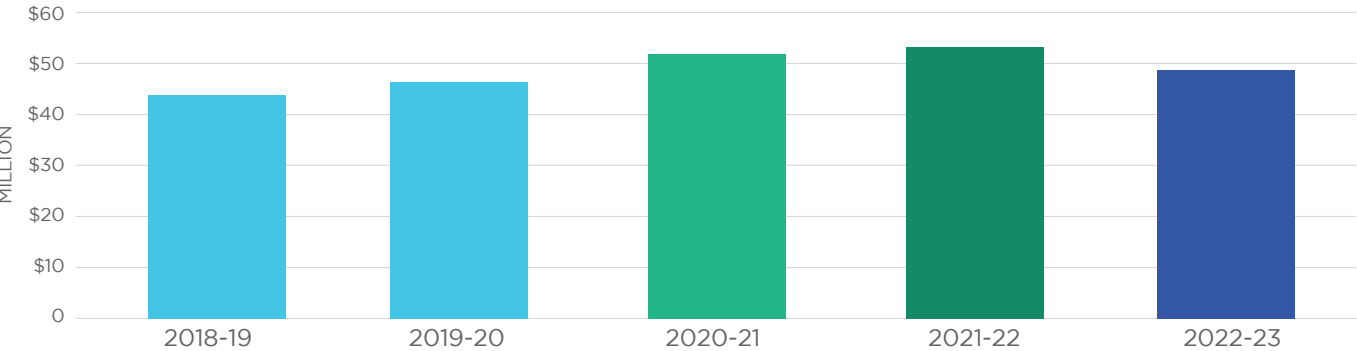
In addition, the group “broke ground” on the cancer care centre in May, and construction is underway. Completion is expected in late 2024.

Operational Performance

Five year snapshot of our operational performance across key areas

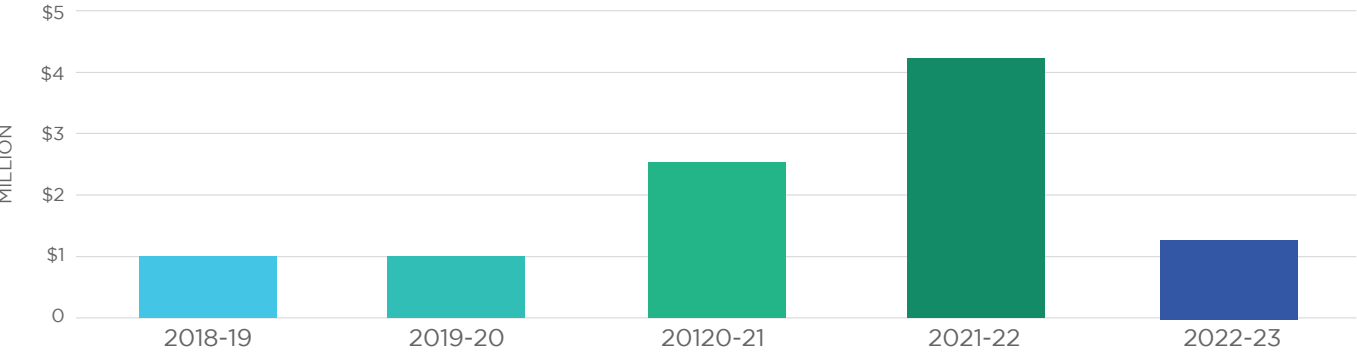
Revenue - group

The 2020-21 and 2021-22 revenue was significantly impacted by the DHHS private hospital funding agreement, where financial support received for expenses (including non-cash expense items like depreciation) was recorded as revenue.

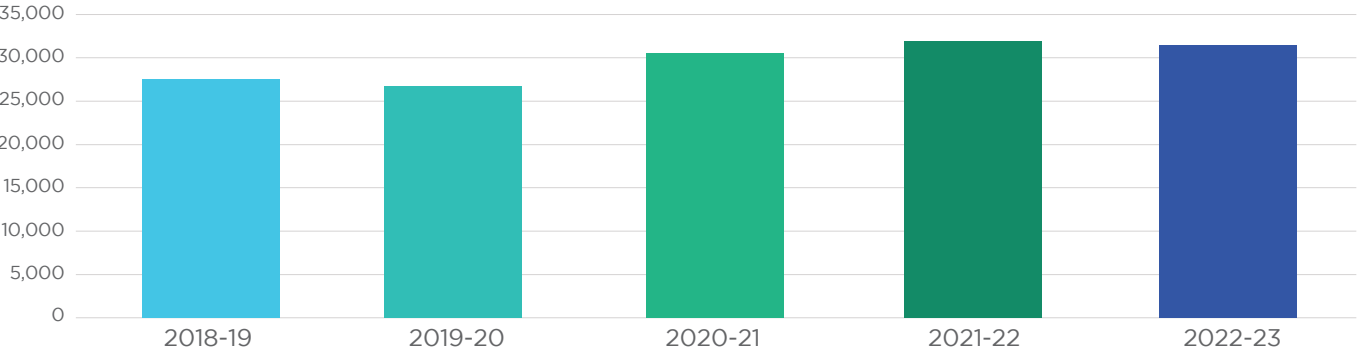


Operating profit (EBITDA) - group

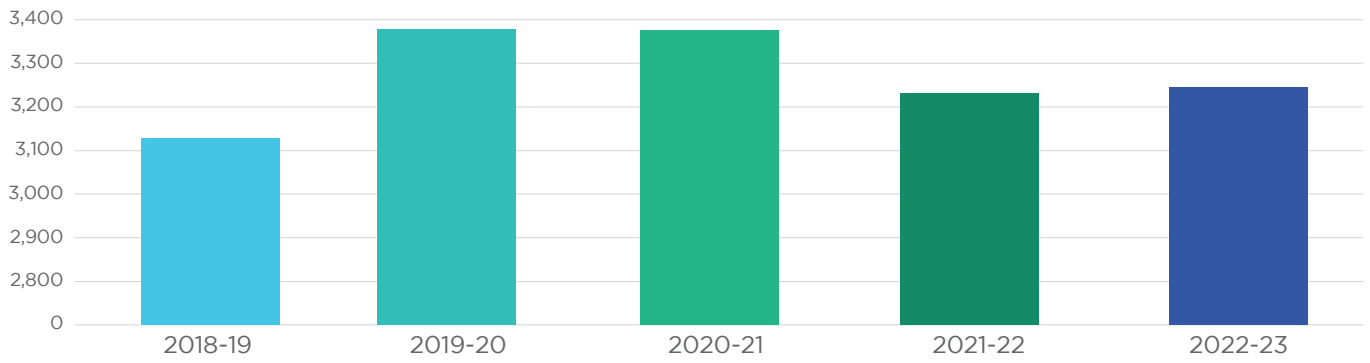
The 2020-21 and 2021-22 operating profit was significantly impacted by the DHHS private hospital viability agreement, where financial support received for expenses (including non-cash expense items like depreciation) was recorded as revenue.



Resident days - aged care



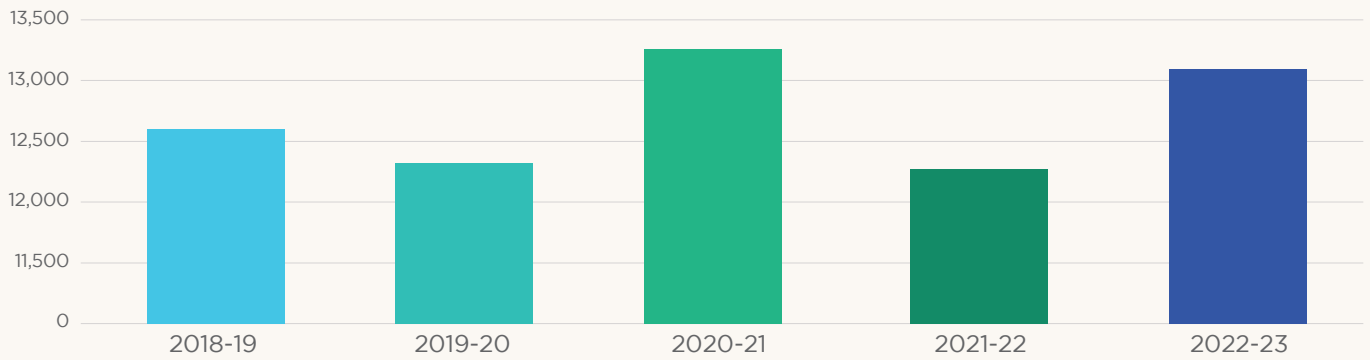
Treatments - dialysis



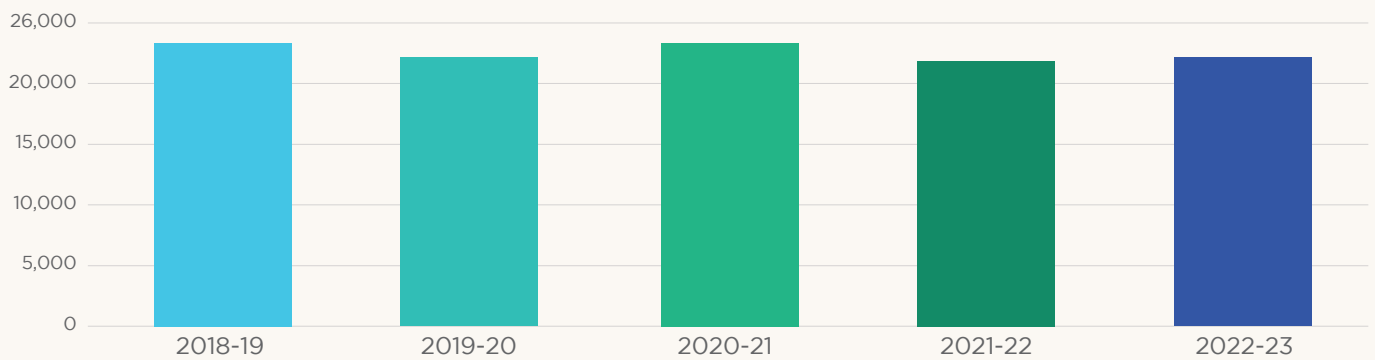
The Bays Hospital

The 2020-21 and 2021-22 results were significantly impacted by the State Government imposed restrictions on elective surgery during the COVID-19 pandemic.

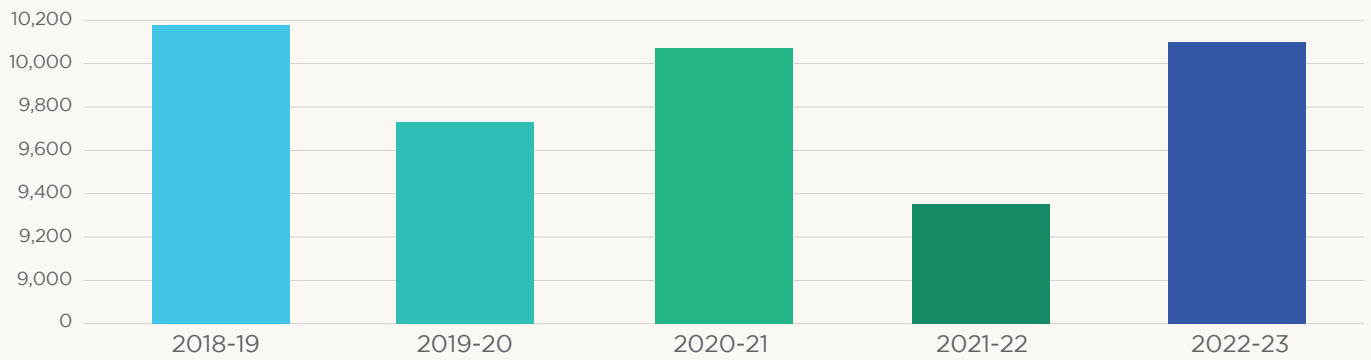
Admissions



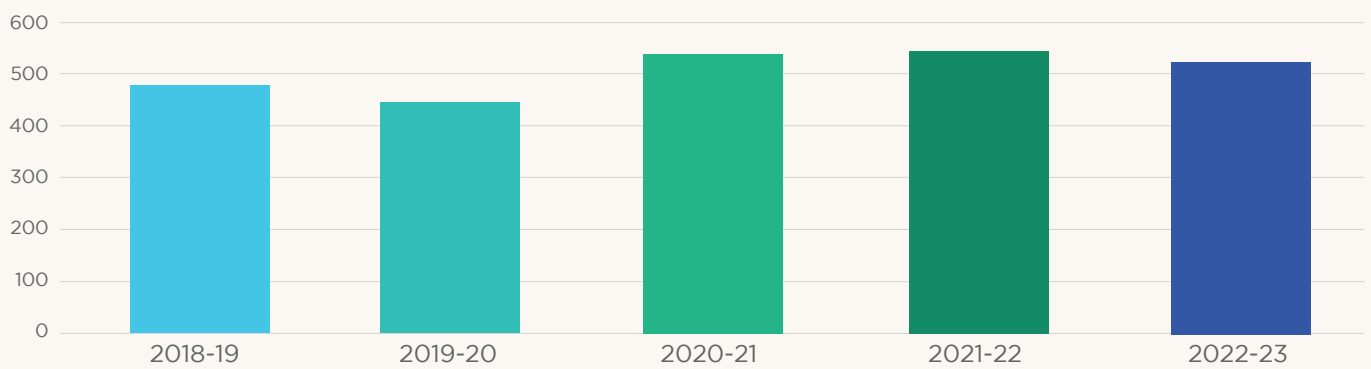
Patient days



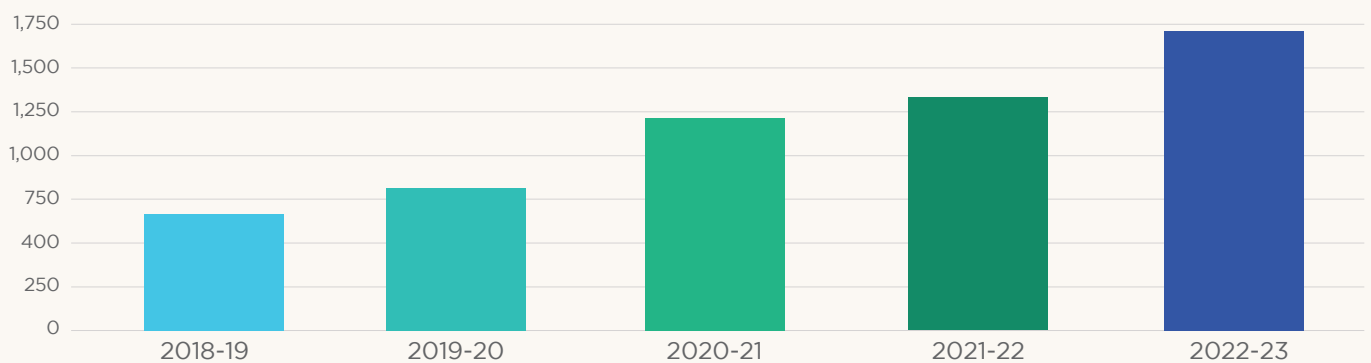
Operations



Births



Day oncology and infusion treatments





Acute Care Report

KELLIE BAMBERRY
DIRECTOR OF CLINICAL SERVICES

The healthcare environment and activity improved in the second half of 2022-23 as COVID-19 cases in the community declined and the pandemic was officially declared over in May 2023.

Our staff have weathered this disruption and we are pleased to report that while staffing shortages did have some impact, due to our strong brand and committed staff, we have not been impacted by skill shortages to the same degree that other healthcare services have.

Due to the disruption and interruptions of COVID-19, the education and development of our staff was a key focus for the year.

In 2022, we commenced our inaugural Registered Undergraduate Student of Midwifery (RUSOM) program and welcomed our first ever RUSOMs, Laura and Kat. A RUSOM is a student who is studying midwifery at university and simultaneously working within our midwifery team. This gives them great experience as they transition through their postgraduate studies and provides very valuable assistance to our registered midwives in the care of our women and their families. These staff are supported in their learning by our team of experienced midwives and our new maternity educator, Katy.

Another great example of the staff development and career progression available at The Bays is new Registered Nurse (RN), Emily. Emily was initially an Endorsed Enrolled Nurse (EEN) who was working on our medical and surgical wards while studying to become a Registered Nurse. Upon successful completion of her Bachelor of Nursing, she commenced as a Graduate Nurse in our Operating Theatre, which was a dream come true. We are very proud of Emily and the Theatre team for assisting to develop Emily into the competent Scrub Scout Nurse she has now become. Emily is just one of eight RNs and EENs who commenced their nursing careers at The Bays this year, and of whom we are very proud.

Continuing with our focus on developing and supporting the education of our staff, our wonderful McGrath Breast Care Nurses coordinated a brilliant education session on the radiological, surgical and reconstructive care of our patients living with a breast cancer diagnosis. With cancer care services being a focus for The Bays, there was standing room only to learn from Dr Belinda Brown, Dr Marie Rostek and our radiographers on the topic of breast cancer surgery and reconstruction. This education has allowed us to expand the depth of our expertise in caring for patients and also ensured our staff are able to educate our patients on this challenging component of their journey.

Our operating theatre activity rebounded quickly from the COVID-19 disruption, with our team providing 10,130 surgical procedures for our community. Our orthopaedic services have continued to grow with 351 joint replacement procedures performed in the 12-month period which is a 50 per cent increase on the previous year.

In 2022-23, we saw a notable 28.5 per cent increase in day infusion days. The Bays Day Infusion Unit provides patients with access to intravenous treatments and therapies without the need for an overnight stay in hospital.

The Bays continued its strong reputation for excellence in maternity care with experienced midwives, obstetricians and paediatricians creating a truly memorable experience for the families of the 506 Bays babies.

The Bays' commitment to delivering exceptional patient-centred healthcare is evident again through our patient survey, where 99 per cent of our patients stated they would return to The Bays and would recommend it to others. With a focus on our skilled professionals, a patient-centre approach and unwavering commitment to providing exceptional healthcare, The Bays continues to set benchmarks for excellence ensuring the health and wellbeing of our community.

Dialysis Unit Report

DEB MALKIN AND LEANNE PALASTER
NURSE UNIT MANAGERS

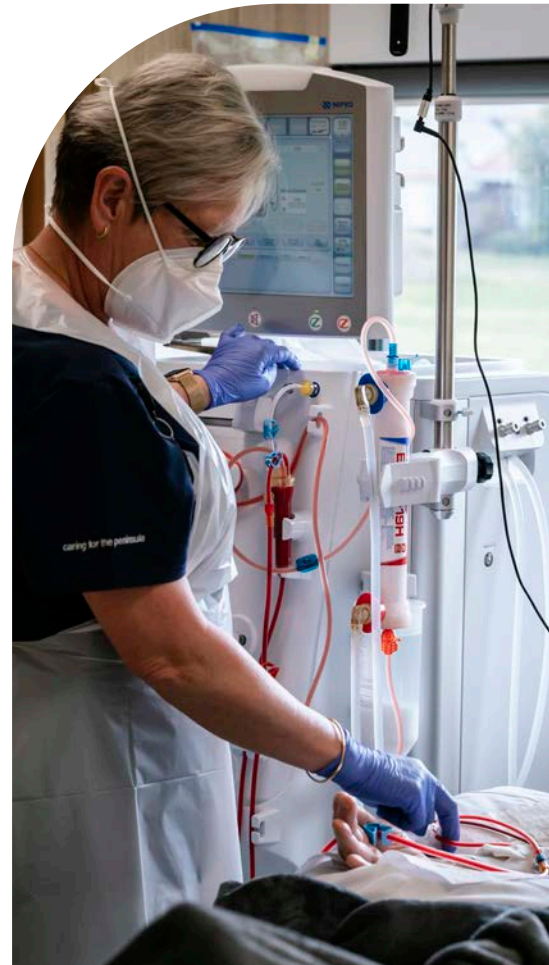
Our dialysis patient treatments have remained consistently high, with a relatively high number of new patients being referred by Peninsula Health - 1,576 public treatments and 1,679 private treatments.

In June 2023 we replaced our Central Reverse Osmosis Unit, which provides pure water for dialysis treatments. This was a significant project undertaken by Southland Water and The Alfred Hospital. While this required some patients to transfer their scheduled dialysis treatment to other satellite units for treatment, this disruption was kept to a minimum.

Our Dialysis and Maintenance Teams, together with Peninsula Health and Alfred Health worked diligently to install the reverse osmosis unit as quickly as possible.

This year saw a metered relaxing of the COVID-19 restrictions at Hastings, which was appreciated by all patients and staff. Patients were again allowed to have family visit them during treatment, and some even took interstate holidays thanks to Kidney Health Australia's Big Red Kidney Bus. Normality was slowly returning to all our lives.

Our dedicated and experienced team are proud to play such a vital role in our patients' lives, and to provide them with the best care possible.



DIALYSIS PATIENT GETS A NEW LEASE ON LIFE

Oliver Hall has a new lease on life after recently starting dialysis following his kidney disease diagnosis. He says he “went from planning a funeral to planning a holiday” and is now back to doing things he loves like gardening.

After a spot opened up, Oliver recently moved his dialysis treatment from Frankston to The Bays in Hastings, which is far more convenient and only a short drive from his home in Bittern.

While Oliver undergoes treatment three days per week for around 4 hours each time, he doesn't find

it a hassle and says he enjoys the chance to relax in such a nice calming environment.

“The staff are lovely. I'd give them a 10/10. I don't think my experience could be better, it hasn't been traumatic for me at all, and it's keeping me healthy. I would highly recommend The Bays dialysis unit.”



Human Resources Report

SARAH MARCH
HUMAN RESOURCES MANAGER

A key focus in 2022-23 was the delivery of strategic workforce initiatives to support the organisation's goals and future strategy, which included the creation of talent pools with the use of new technology, the development of talent pipelines, recruitment open days and an increased presence on social media.

To support the attraction and retention of Registered Nurses in Aged Care, The Bays successfully secured Commonwealth Grant funding to reward our nurses for their clinical and leadership skills.

During the year we welcomed 113 new team members to the acute hospital and 55 to Aged Care, which included five Graduate Registered Nurses, three Graduate Endorsed Enrolled Nurses and two Undergraduate Midwives. This is the first year that we have offered Endorsed Enrolled

Nurses the opportunity to join our supported Graduate Program. The 2022 graduate team are enjoying their second year, which includes speciality ward rotations.

Managers were provided training on a range of topics including performance management, injury management and Workcover, recruitment and selection, and occupational violence and aggression.

We were excited to introduce Fitness Passport, which provides staff and their families access to local gyms, fitness classes and swimming pools at a discounted price. Awareness sessions were run to highlight the free and confidential coaching services available to all staff via our Employee Assistance Program, which included a topical financial wellness session. We acknowledged the importance of looking out for each other with an R U OK Day barbecue.





Aged Care Report

JULIE D'ARCY
DIRECTOR OF AGED CARE SERVICES

The past year has been another eventful year for all at The Bays Aged Care. Our residents have enjoyed the many numerous activities that have been provided by the lifestyle staff. Our café continues to be a huge success with residents, visitors and staff. A huge thank you to our lovely volunteers who run the café for the residents and their families to enjoy.

While our residents have been enjoying their days at The Bays Aged Care, our wonderful teams continued to work behind the scenes. Many of our wings have enjoyed upgrades, with painting, bathroom modifications and new furnishings. A new garden has been established, encouraging residents to venture outdoors, with many utilising the walking track on a daily basis. Our Fitness Hub is also very popular with our residents. Residents are enjoying partaking in both individual and group exercise classes, which are facilitated by our physio team.

In June 2023, we celebrated the third birthday of our new building. Having faced many challenges in the last 3 years with lockdowns, it's wonderful to see the home is finally alive with the buzz of residents enjoying the café and new garden, and the return of our volunteers.

Other events we celebrated were the contributions of the Pink Ladies and all of the great work they did at The Bays Aged Care for 50 years, from 1971

to 2021. The Pink Ladies built a sense of family with both residents and staff, brightening their days with flowers and a smile, and ensuring everyone felt supported and valued. We recently recognised their significant contribution to the home, its residents and staff by wall-mounting commemorative quilts inscribed with their names and years of service.

Our nursing, hospitality and lifestyle teams have continued to work together to provide person-centred care to all of our residents. Thank you to our amazing residents and families for all of your wonderful feedback and support throughout the year. I am very proud of the entire team at The Bays. This past year we have also introduced a new electronic documentation system for our residents' files. This has been a huge project and the entire team embraced the change and all the training involved. The new electronic system has made such a difference for our staff.

Our staff numbers continue to grow, with many staff recommending their friends and families to work at The Bays. We have recognised and celebrated many staff who have worked at The Bays Aged Care for 5, 10, 15, 20 and even one staff member who has completed 25 years of service!

The Bays Aged Care is a great place to work because of the great staff, wonderful residents and supportive relatives. Overall, thanks to all parties, we have managed to achieve such a lot over the past twelve months.



Philanthropy

As a not-for-profit healthcare provider, we simply could not do what we do without the generous support of donors and fundraisers.

A big thank you to all of our generous donors.

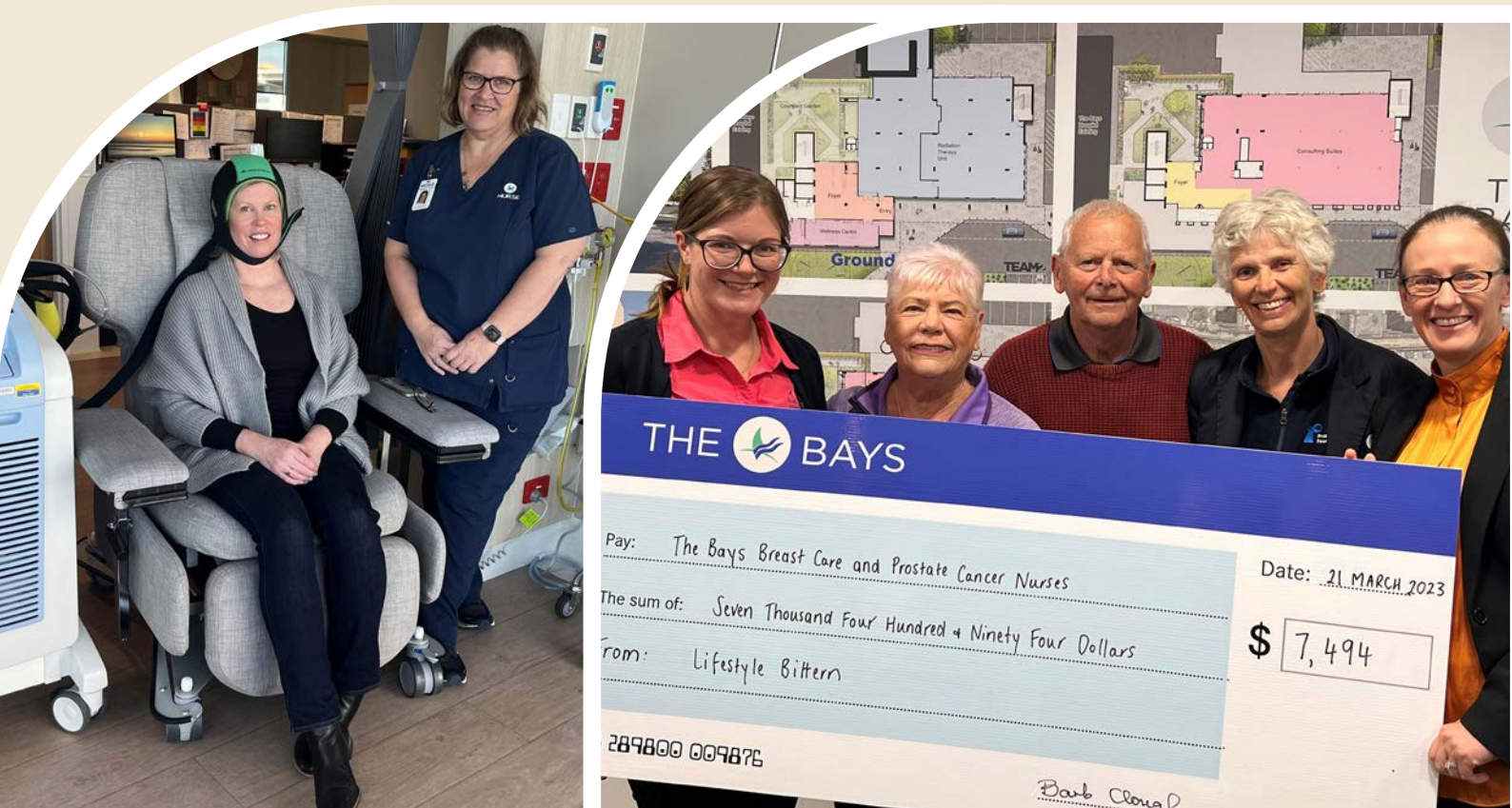
Lifestyle Bittern donation

We accepted a generous donation of almost \$7,500 from Lifestyle Bittern retirement village to support the important work of our specialist breast care and prostate cancer nurses.

Lifestyle Bittern resident, Barbara Clough, was inspired to fundraise for The Bays after she was treated here for bowel cancer during COVID-19 lockdowns. Barbara – who is also a breast cancer survivor – said she was

“looked after beautifully” at The Bays, and wanted to give back to support her fellow community members who will be diagnosed with breast or prostate cancer in the future.

The donation has been used to purchase a scalp cooling cap, which helps reduce hair loss in patients who are undergoing chemotherapy treatment, as well as devices to help prostate cancer patients with sexual dysfunction and incontinence, which are the two main side effects of treatment.



The Lions Club of Mornington

The Lions Club have supported The Bays for many years. Each year they hold a book fair with part of the proceeds being donated to The Bays. We have a very special relationship with the Lions and enjoy being a part of their annual changeover of the Lions dinner.

We also enjoy being involved in setting up the book fair by offering our assistance with volunteers. We know that this event takes a huge number of people to organise. And for a lot of the avid readers at The Bays we also enjoy buying the books and contributing to a sustainable world.

This year, the Lions Club of Mornington donated proceeds from the book fair to our Cancer Care Centre.

John T Reid Charitable Trust

An electronic resident care management system was high on our list of priorities for our aged care home this year. With the help of the John T Reid Charitable Trust we were able to make this a reality and implement this system. The system delivers quality improvements, reduces medication risk and creates productivity improvements, allowing staff to focus on the reason they are here, for the residents.

The system has been fully implemented and staff have embraced it. We can't remember what life was like with a manual system, this is well and truly in the rear vision mirror.

Thank you to the John T Reid Charitable Trust for offering access to grants for important projects like this one. We are very grateful.

Our unsung heroes

Our profound gratitude goes out to all of our donors who do not want to be named.

We appreciate your generous support and hope you know the difference that you make to our patients, residents and their families.

Your selflessness and dedication to making a difference is inspiring. We are continually amazed by the positive change that your donations make.

Your support helps us to achieve our mission and provide excellence in healthcare services.

New Nurse and Midwife Education Fund

In June 2023, we proudly established The Bays Nursing and Midwifery Education Fund, a partnership with the Mornington Rotary Club to support our nurses to undertake specialised training.

Mornington Rotary made an initial donation of \$25,000 to the Fund, raised through their annual art show.

We are thrilled to have had the support of Mornington Rotary Club over many years, and worked with them over the last year to identify the most worthy project for them to support into the future; nurse education is certainly that.

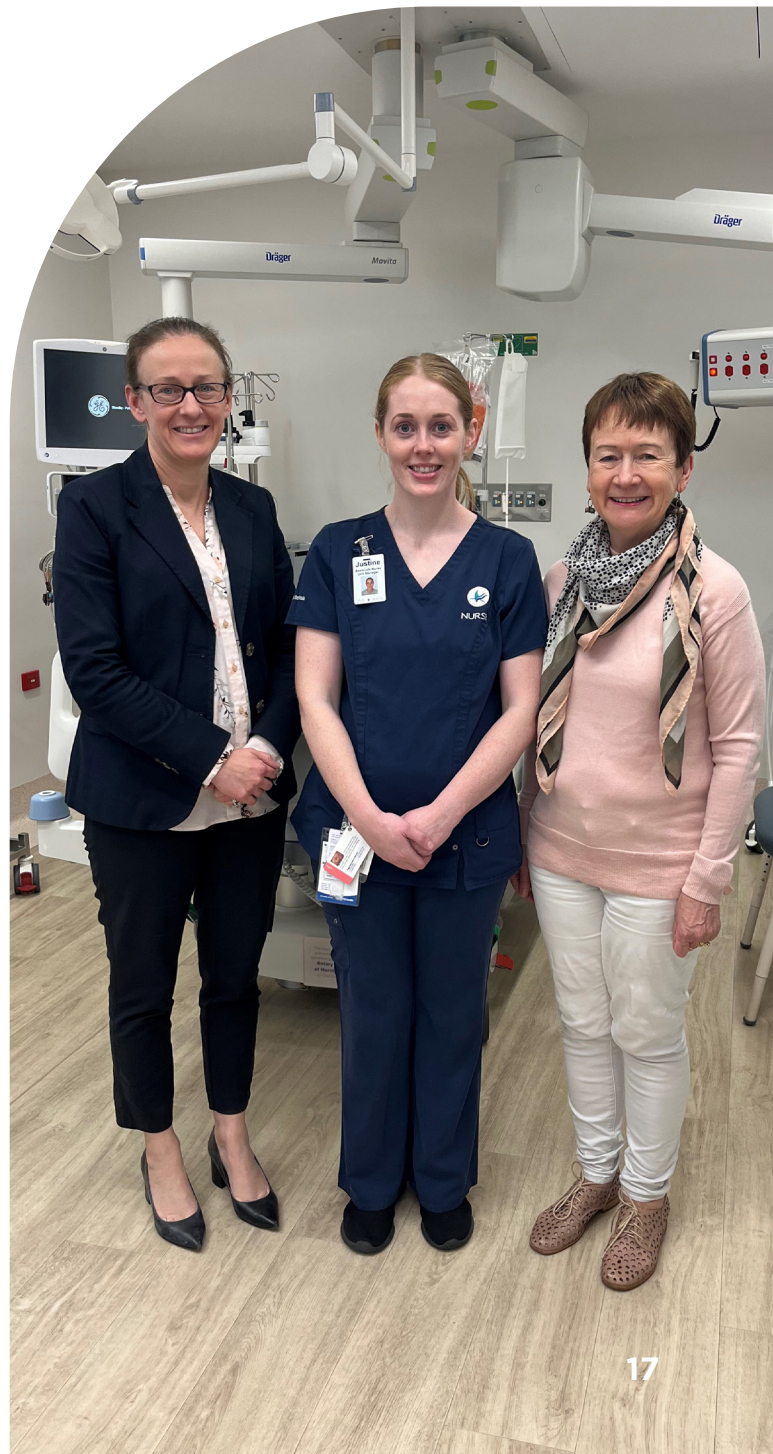
The first scholarship through the Fund was awarded to Registered Nurse, Ms Justine Killen, to complete the postgraduate stomal therapy course.

There is currently a shortage of trained stomal therapy nurses on the Peninsula, and the training required for this costs around \$12,000.

Stomal therapy nurses play a vital role in supporting patients with cancer or following cancer treatment, which is something The Bays is very passionate about.

A stoma is a small opening in the abdomen that is used to remove body waste into a collection bag (colostomy/ileostomy bag), which can be required after treatment for bowel cancer. Stomal therapy nurses provide specialist and individual care to patients living with colostomies and ileostomies.

Our new Nursing and Midwifery Education Fund will support our team to provide innovative and specialised care to the Mornington Peninsula community.



Volunteering

The Bays volunteers continue to provide enormous value to our patients, residents and staff, fostering a sense of community and connection that epitomises *The Bays difference*.

We celebrated the contribution, dedication and commitment of our wonderful volunteers during National Volunteer Week with morning tea at The Royal Hotel, and recognised volunteers who have provided 5, 10 and 15 years of service.

Our volunteers generously donate their time to:

- keep our gardens and grounds looking immaculate
- knit, sew and sell handmade items in our gift shop
- welcome, direct, and provide companionship and support to hospital patients
- support hospital staff with admin duties
- transport patients to and from the hospital
- refresh flowers in patient rooms
- provide companionship for our aged care residents
- staff our aged care home cafe and kiosk
- provide support for outings and bus trips

One volunteer, Veronica comes in weekly to support our Gift Shop, and knits items for sale, as well as our trauma teddies that children receive as comfort toys when admitted to the hospital including this one being held by patient, Anders.

Veronica started volunteering at The Bays around 11 years ago after being a patient: "I was so grateful for the care I received and wanted to give back. The Bays team went above and beyond to improve what was a challenging time. I will always be grateful for this."

While she started out as a knitter, Veronica soon wanted to get more involved, and now jumps in to help wherever she can, whether that's staffing the coffee station at an event, organising a cupboard or making our Gift Shop shine. No task is too big or small for Veronica.

"I have made many friends through The Bays and look forward to coming in every week. The connection is very important to me. I enjoy catching up with the volunteers I see weekly and when there is the opportunity to all come together. It is great to feel part of The Bays."

Our Gift shop is supported by the kindness and expertise of our volunteers like Veronica and community groups. Knitting and sewing beautifully handmade items with all sales going towards much-needed hospital equipment.

Our most popular items are knitted baby jackets and booties. With 506 babies born at The Bays last year, these items are always well-received and very popular.



Maternity Unit Report

In the 2022-23 year our team of midwives and obstetricians welcomed 506 babies including two sets of twin girls, and first cousins who each gave birth to a baby boy within the same week at The Bays. It was pleasing that a number of parents also chose The Bays for postnatal care after delivering elsewhere, further proof of our Maternity Unit's well-earned reputation for exceptional care.

We pride ourselves on providing personalised and family-centred care, and were fortunate to deliver several of our colleagues' babies and grandchildren

this year including general surgeon, Dr Inoka De Silva's daughter and our Prostate Cancer Specialist Nurse, Meredith's granddaughter. It means a lot when our own staff and their families choose The Bays for the most important event of their lives.

This year we farewelled Obstetrician, Dr Keith How. Keith was at The Bays for 27 years and delivered many Peninsula babies. We wish him well in his retirement.

We welcomed two newly qualified lactation consultants, Penny and Amy, as well as a new obstetrician, Dr Emily Fiske and two new paediatricians, Dr Alexandra Henschke and Dr Owen Hughes.



Margaret Goding
Maternity Unit

Born at The Bays

The Bays Healthcare Group



GenV research project reaches 100,000 participants

The Bays Hospital is continuing to support Generation Victoria (GenV), a state-wide child and parent research project aiming to improve the health and wellbeing of Victorian families.

GenV supports organisations like ours to drive better practice and outcomes, by gathering stronger evidence. By painting a complete picture of the health and wellbeing of an entire generation, we could help researchers better predict, treat and prevent problems like preterm birth, allergies, anxiety and obesity.

GenV now has over 100,000 participants from all over Victoria, including many babies born at The Bays. Between July 2022 – June 2023, 187 families with babies born at The Bays opted to be part of the GenV project, and share information about themselves and the health and development of their newborn.

Theatre update: Endoscopic spinal surgery now available

In December 2022, the first spinal endoscopic surgery at The Bays was performed by Spine Surgeon Dr John Choi, and was very successful.

Spinal endoscopic surgery uses an innovative technique to treat spinal conditions, which traditionally has been performed through open surgical approaches.

Endoscopic spine surgery is a minimally invasive keyhole spine surgery that uses specialised video cameras and instruments to remove a herniated disc or remove bone

and other structures that lead to nerve and spinal cord compression through two very small (7mm) incisions in the patient's back.

Dr Choi's practice Spine Ortho Clinic is the only surgical group that currently offers bi-portal spine endoscopy in Australia, and The Bays is now a training site for many interstate and international surgeons.

To be able to use this technique here at The Bays, our theatre staff received specialised training and new equipment was purchased.

A step towards a sustainable future

The Bays Healthcare Group cares about sustainability and we are thinking about our impact on the planet. Given the amount and types of waste generated at The Bays, the health sector's environmental footprint, is not entirely risk-free. We are working with our waste management partner, Envirohealth, to optimise our recycling onsite and improve our environmental sustainability.

In November 2022 we held environmental sustainability education sessions for staff to learn how to reduce waste and what happens after it leaves the hospital. In the last financial year, we diverted 21 per cent of our waste from landfill, saving 317 trees.



Hip hip hooray: bone donors continue to change lives

The Bays continues to support eligible hip surgery patients to donate their femoral head to the Australian Tissue Donation Network, to help heal and change lives. While the femoral head would normally be discarded, by donating this bone, bone grafts can be made which will help up to four people with various types of orthopaedic and spinal injuries.

Our Pre-Admission Clinic do a fantastic job of checking patients' suitability to donate their bone, and in the 2022-23 financial year, there were 102 femoral heads donated. Due to strict tissue donation criteria and regulations, not all interested patients are able to participate but more than half of our patients referred to the program were able to donate their bone.



Cancer Care Centre Update

Our Cancer Care Centre will positively impact the lives of those living with cancer as the only centre on the Mornington Peninsula to provide radiation oncology, clinical trials and research, spaces for education and public events, a wellness centre, tranquil garden, consulting spaces and a wig library, all in the one centre.

We are committed to providing cancer treatment in a manner that supports patients, their families and carers, and committed to delivering this very important project. Although there have been COVID-19 related delays and setbacks with this project, several milestones have been achieved.

In March we gathered together for the official soil turning event to celebrate the beginning of our Cancer Care Centre, with a moving Welcome to Country ceremony from the Bunurong Land Council.

Construction is about to begin on our Cancer Care Centre, which will expand our current cancer services and enable local residents to undergo radiation therapy on the Mornington Peninsula.

Meanwhile, our Day Infusion Unit continues to provide exceptional care to cancer patients, as demand for oncology services on the Mornington Peninsula grows. It is predicted that by 2032, 29,029 people from the Frankston and Mornington Peninsula Community will need treatment for cancer or a haematological diagnosis.



Prostate cancer update

Our Prostate Cancer Specialist Nurses continue to provide reliable and consistent support for men with prostate cancer who live in the Frankston and Mornington Peninsula area. Meredith and Ying help coordinate patient care and provide an ongoing point of contact and support, as well as advice on treatment and managing its side effects.

The service at The Bays Hospital continues to be provided full-time by two part time Prostate Cancer Specialist Nurses. This has benefited the men as an established Prostate Cancer Specialist Nurse has been able to cover extended leave of either of the nurses. Our new documentation system has saved time and improved the efficiency of our service, which has benefited the smooth running of the service with two nurses.

In the 2022-23 financial year, Meredith and Ying took on 272 new patients. This year we again saw an increase in the percentage of men being referred to the service at diagnosis, up from 63 per cent to 81 per cent, which is very pleasing.

Supporting breast cancer patients

Breast cancer is the most commonly diagnosed cancer in Australia for women. Treatments have advanced, and psychosocial and supportive care plays a big role in caring for people with breast cancer. Three McGrath Foundation Breast Care Nurses work at our hospital. Jo, Rachel and Giselle care for patients with breast cancer, early or metastatic. From diagnosis to treatment, rehabilitation, follow-up and transition to wellness or palliative care. The breast care nurses regularly hold workshops for patients and The Bays staff, as well as undertake professional development training to enhance their own skills.

This year, the trio supported 162 new families, made 1429 phone calls and had 255 face-to-face appointments.

Board of directors

Our Board of directors consists of eight directors, one of who is a medical practitioner representative.

The Board is responsible for the overall governance and strategic direction of the Bays and is accountable for the overall financial performance of the operations ensuring The Bays remains a financially sustainable healthcare operator.

Directors are elected for a period of three years.



Mr Brett Gallagher CHAIR

Mr Brett Gallagher has lived on the Mornington Peninsula for more than 30 years and is an active contributor to local community initiatives.

Brett brings to the Board extensive commercial and operational expertise, and strategic leadership gained in the telecommunications, utilities, infrastructure and technical services industries. He has spent over 25 years as a senior executive, director and owner of businesses within these sectors. Brett has specific experience in service delivery, contract management, business development, health, safety and environment, corporate finance, and mergers and acquisitions.

Brett is an experienced company director and a Fellow of the Australian Institute of Company Directors (FAICD). He has experience in governance and compliance, reporting and stakeholder relations. His current directorships include a public company and several private businesses that operate predominantly in the utilities and services sector.



Mr Robert Anderson

Mr Robert Anderson has served on The Bays Board since 2007 and brings broad commercial and international experience in information technology, risk management, finance and business continuity, with an outcome focus.

Robert is a certified practising accountant who graduated from the Australian Institute of Company Directors in 2014. He was employed in the banking industry for many years, including 16 years as a General Manager at National Australia Bank. He is currently serving as a Trustee of the John T Reid Charitable Trusts.

Robert's commitment to The Bays is driven by a belief, rooted in experience, that resilient communities are vibrant communities. They need strong community-based organisations to support that resilience and community-focused individuals to ensure organisations can grow, thrive and support their communities.



Ms Carol Allen

Ms Carol Allen has worked as a CEO in the community sector for more than 30 years, with experience in the early childhood and family services sectors. She is now an Aged Care Consultant with experience as a director of aged care services in residential and community settings. Carol was a Director of Sapphire Care Holdings from 2003 and CEO and Director of BlueCross, operating 35 residential homes and home care, from 2006 until 2014. After retiring from BlueCross, she took on the role of CEO Sapphire International, opening the first Sino/Australian aged care home in Beijing.

Carol served as a Board member of the Victorian peak body for aged services, Leading Aged Services Australia (LASA), until it was restructured to become a national body in 2016. She joined The Bays Healthcare Group in 2016, bringing her aged care knowledge and experience to the Board. Carol is committed to making a positive difference to the lives of the people we care for. She is also on the Advisory Board of TeleCare, a telehealth company.



Mr Brent Dennison

Mr Brent Dennison was most recently the Chief Executive Officer of the Cell Care Group, an international cord blood bank and cellular therapy investor. He led the company's expansion into Asia and North America prior to the company's acquisition by US-based Generate Life Sciences in 2021.

Brent was previously involved in the launch of Mothercare in Australia until 2012. Before that, he worked for six years in Europe in the private equity industry, and was a director with Citigroup in New York, investing in financial services businesses. Before his private equity involvement, Brent led entrepreneurial ventures in the UK and Turkey. He commenced his career as a strategy consultant with the Boston Consulting Group in Melbourne and New York.



Ms Eileen Hannagan

Ms Eileen Hannagan was most recently the Chief Executive Officer of Chris O'Brien Lifehouse, a hospital solely dedicated to treating and researching cancer. She has 35 years of healthcare experience and more than 20 years as a senior executive. Eileen brings strong healthcare knowledge and sound commercial acumen to the Board, along with ethical and values-based decision making.

Eileen studied commerce and health administration and holds a Senior Executive MBA. She previously held the position of Executive Director at Epworth Hospital, one of Australia's largest private hospitals. During her tenure at Epworth, Eileen managed operations and strategy during an ongoing \$700M major redevelopment of the site and commissioned several new service areas. Prior to that she was Chief Operating Officer at St Vincent's Private Hospital and Mercy Private Hospital.

The history of The Bays drew Eileen to the Board. She appreciates being able to contribute to an organisation keeping a hospital and aged care service local, not-for-profit, and managed for the benefit of the community.



Ms Lisa Norman

Ms Lisa Norman has been in executive-level healthcare roles since 2002. She has worked for St John of God Healthcare since July 2006 and, in 2020, was appointed as the General Manager of three hospitals in South East Melbourne. As the CEO of St John of God Berwick Hospital, she led a \$140M project to construct, commission and relocate the hospital in 2018.

Lisa graduated as a registered nurse in 1990 and went on to gain postgraduate qualifications in critical care, specialising in emergency and trauma nursing. She also holds a Graduate Certificate in Catholic Leadership and Culture.

Lisa is also a Director at the Chisholm Institute of TAFE.

Lisa is passionate about the delivery of safe clinical care and optimising the patient experience.



Mr Patrick Baker

Mr Patrick Baker joined The Bays board in May 2023. Patrick has held executive management positions across a range of industries including public health, financial services and not-for-profit. Patrick is currently the Director of The Alfred Foundation at The Alfred Hospital, one of Australia's largest and most significant public hospitals. With tertiary qualifications in leadership, business and governance, Patrick has held directorships at OzChild, Windana Drug and Alcohol Recovery Centre and Dementia Australia (VIC) Advisory Board.

Patrick brings to The Bays board his expertise in developing and implementing strategic and operational direction, including client acquisition, revenue generation and growth strategies. His entrepreneurial leadership style with highly effective planning, organisational and communication skills will be an asset to The Bays as we operationalise the 2023-2028 Strategic Plan. He has a solution-focused attitude and promotes a positive workplace culture of trust and mutual respect. Patrick has a reputation for establishing and maintaining high-quality relationships with diverse stakeholders and is passionate about delivering positive commercial outcomes.



Mr Mark Renehan

Mr Mark Renehan is Chair of The Bays Healthcare Group's Medical Advisory Committee and brings extensive medical expertise to The Bays Board. Mark's practice, The Bays Eye Centre, is named for our hospital, where he has been operating for 25 years.

Mark was the Censor in Chief of the Royal Australian and New Zealand College of Ophthalmologists (RANZCO), responsible for education and training, continuing professional development, international medical graduate assessments, accreditation of training positions, examinations and Australian Medical Council accreditation.

Mark has been involved in international development in the ophthalmic sector through capacity building in Timor-Leste, Fiji and Cambodia. Mark believes in the vital importance of supporting not-for-profit, community-owned healthcare organisations for the benefit of the wider community.

Leadership team

Jade Phelan CHIEF EXECUTIVE OFFICER

Jade Phelan has more than 13 years of senior management experience in the healthcare industry. Prior to joining The Bays Jade worked for large, ASX-listed healthcare operators and Big 4 accounting firms. She holds a Master of Business Administration, Bachelor of Business and a Graduate Diploma in Applied Finance and Investment.

Jade was drawn to the healthcare industry because she wanted a career that involved helping people and making a difference. Her vision for The Bays is to grow and expand the healthcare services provided to the Peninsula community and to support all staff to ensure we provide an exceptional experience for our patients and residents.

Steven Taylor CHIEF FINANCIAL OFFICER

Steven Taylor joined The Bays in November 2022 as the Chief Financial Officer. He oversees and manages all treasury and cash flow for The Bays Healthcare Group, and leads the finance, IT, supply and facilities teams to meet critical operational targets and budgets.

With extensive professional qualifications, including a Master of Business Administration, Steven was previously a senior finance executive at William Adams Pty Ltd. CAT®, a manufacturer of Caterpillar products and services to the construction, mining, quarrying, agriculture, truck, and marine industries. He has also worked as a Group Finance Planning and Analysis Manager at The Enirgi Metal Group Pty Ltd, and as a National Finance Manager at The Shell Company of Australia Ltd.

Steven holds a Certified Financial Modelling and Valuation Analyst designation, is a Six Sigma Green Belt, and is a Certified Practising Accountant (CPA).





Kellie Bamberry
DIRECTOR OF CLINICAL SERVICES

Kellie Bamberry brings almost 25 years of healthcare experience to her role as The Bays Director of Clinical Services. She started her career as a graduate intensive care nurse and continued in intensive care for the next 14 years. This firsthand experience gives her an appreciation for the significant role healthcare workers play in their patients' lives and drives her to innovate and seek continual improvements for her clinical staff.

Kellie's past positions include Casemix Manager at Jessie McPherson Private Hospital and Nurse Unit Manager of the Cardiac Unit at Peninsula Private Hospital.

Kellie is responsible for overseeing the clinical functions of the hospital, along with responsibility for quality and risk and safety in our acute settings.

Sarah March
HUMAN RESOURCES MANAGER

Sarah March joined The Bays as a Human Resources (HR) Administrator in 2016 and was soon promoted to HR Advisor and then HR Manager in 2020. She previously held human resources and recruitment consulting roles across a broad range of industries, including IT and financial services, and was the Recruitment Manager for AXA Australia.

Sarah supports The Bays to achieve our strategic goals by providing effective HR policies, processes and programs. This engenders a culture of high performance and safety, which results in the delivery of an outstanding service to residents, patients, and their families. Sarah takes a keen interest in recruiting and retaining talented people aligned to our ICARE values.

Darren Hughes
FACILITIES & INFRASTRUCTURE MANAGER

Our Facilities and Infrastructure Manager, Darren Hughes, oversees all of The Bays facilities and manages our capital works projects, including the recent aged care and dialysis redevelopment projects, and the upcoming Cancer Care Centre project and Alexandra Park Pavilion project.

Darren joined The Bays in October 2019 and brings more than 30 years of experience in facilities and project management. As the Capital Works Manager at the National Gallery of Victoria, he played a leading role in the development of NGV Australia at Federation Square and NGV at St Kilda Road. Other past positions include Portfolio Asset Planner, Buildings at the City of Port Phillip and Asset Division Manager at Southern Metropolitan Cemeteries Trust, where he undertook the master planning and delivery of Bunurong Memorial Park.

Julie D'Arcy
DIRECTOR OF AGED CARE SERVICES

Julie D'Arcy started her career 35 years ago as a Registered Nurse at Box Hill Hospital and transitioned into aged care training and assessment, with a role at NIET Training. Her career includes a previous eight-year stint with The Bays in Hastings, beginning in 1990, back when it was The Bush Nursing Home. She has since been employed as the Residential Manager at BlueCross and as the Director of Nursing at Southern Day Surgery.

Now at The Bays, Julie oversees clinical governance for our aged care home and ensures that it meets all industry standards, while providing her staff with a wonderful place to work and learn. Her responsibility is to see our residents cared for in the best possible way, and she strives each day with her team to make a difference in our residents' lives.

THE  BAYS

Caring for the Peninsula