



THE BAYS HEALTHCARE GROUP

2021-22 Annual Report



PROUDLY
NOT FOR PROFIT AND
COMMUNITY OWNED

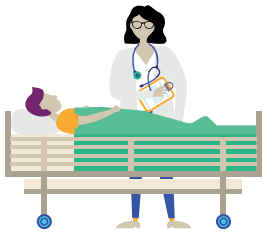
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Highlights

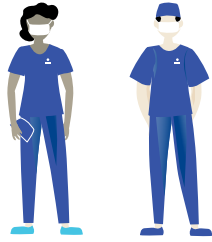
AT A GLANCE

Hospital



22,175

acute care
patient days



9,353

operations



548

babies born



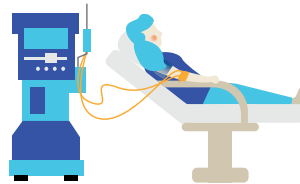
579

acute staff



12,264

acute care
admissions



3,209

individual dialysis
sessions



10%

increase in
chemotherapy

Community



\$469,724

donated



105

volunteers providing
8,156 hours of service

1049

members



410

participants at health
and wellbeing events

Aged care



90
residents



31,972
resident days



780+
lifestyle program
activities



160
staff



97,000+
meals

Financial performance



\$50,504,452
consolidated revenue



\$4,224,185
consolidated operating profit



\$1,472,163
capital
expenditure

Chair's Report

BRETT GALLAGHER, CHAIR
BOARD OF DIRECTORS



It has been another challenging year, not only for The Bays but for the broader community. A year where we continued to experience significant change along with the lingering impacts of COVID-19. While we have now spent over two years in a global health crisis we have always kept our focus on providing quality healthcare services to the Mornington Peninsula community.

I am extremely proud of the way The Bays have continued to support our team, doctors, volunteers and our community during another year of lockdowns and elective surgery restrictions. Our ICARE values – integrity, compassion, accountability, respect and excellence continued to be at the forefront of everything we do.

Throughout 2021-22, we again participated in the Australian Government's guarantee of viability for the private health sector and in return ensuring The Bays played its role supporting the Government's state-wide COVID-19 response.

Philanthropy has continued to play a key role in delivering our services and remains critical to the ongoing success of our hospital and aged care home. We have needed our donors and members more than ever this year. Whether big or small, all the donations contribute directly to purchase essential medical equipment. We are incredibly grateful for this support and I thank our donors for their continued generosity.

Capital expenditure has been relatively low in the past twelve months, as we finalised a significant project in 2020, our new aged care facility. With the certainty of a strong balance sheet, the Board believes the time is right to modernise our software and supporting IT platforms. These important initiatives commencing this year will provide the key planks for The Bays to continue to meet the growing healthcare needs of the Mornington Peninsula in the coming years.

Our members play a vital part in supporting The Bays. In 2021-22 we welcomed a further 217 new members to The Bays family.

Throughout our history our volunteers have been the backbone of what we call "The Bays difference". The past 12 months has been a challenging one with many of our volunteer programs impacted by

COVID-19. That said, this has not been evident in the commitment and endeavor of all our valuable volunteers. Once again on behalf of the Board and broader Bays team, we send a big thank you to our volunteers as we could not deliver the exceptional healthcare services without you. For those volunteers who have joined us this year we thank you and extend a special welcome.

During the year, we farewelled Peter Wickenden from the Board. I thank Peter for his outstanding contribution to The Bays and the Mornington Peninsula community.

On behalf of the Directors of the Board, thank you to all our doctors, staff and volunteers for providing the highest level of care to our patients and residents throughout these challenging times.

Our leadership within our hospital and aged care home have again been outstanding and we are lucky to have such a cohesive and dedicated team. On behalf of the Board I extend our sincere thanks to Jade Phelan our CEO and all of The Bays' executive and managers for their strong leadership in a year of change.

I would finally like to thank the Board of Directors for their significant contribution and commitment during the year. I look forward to continuing to work with them as Chair in the coming year.

CEO's Report

JADE PHELAN
CHIEF EXECUTIVE OFFICER



Responding to the COVID-19 pandemic was again at the forefront during this last year, with our staff and doctors readily adapting to changing restrictions in line with government guidelines. This required an ongoing, concentrated focus on infection control and pandemic processes to support a safe environment for our staff, doctors, patients and residents.

In the face of the personal and professional challenges created by the pandemic, our staff have remained resilient. They have all continued to focus on our patients and residents, providing exceptional care with empathy, compassion and kindness every day.

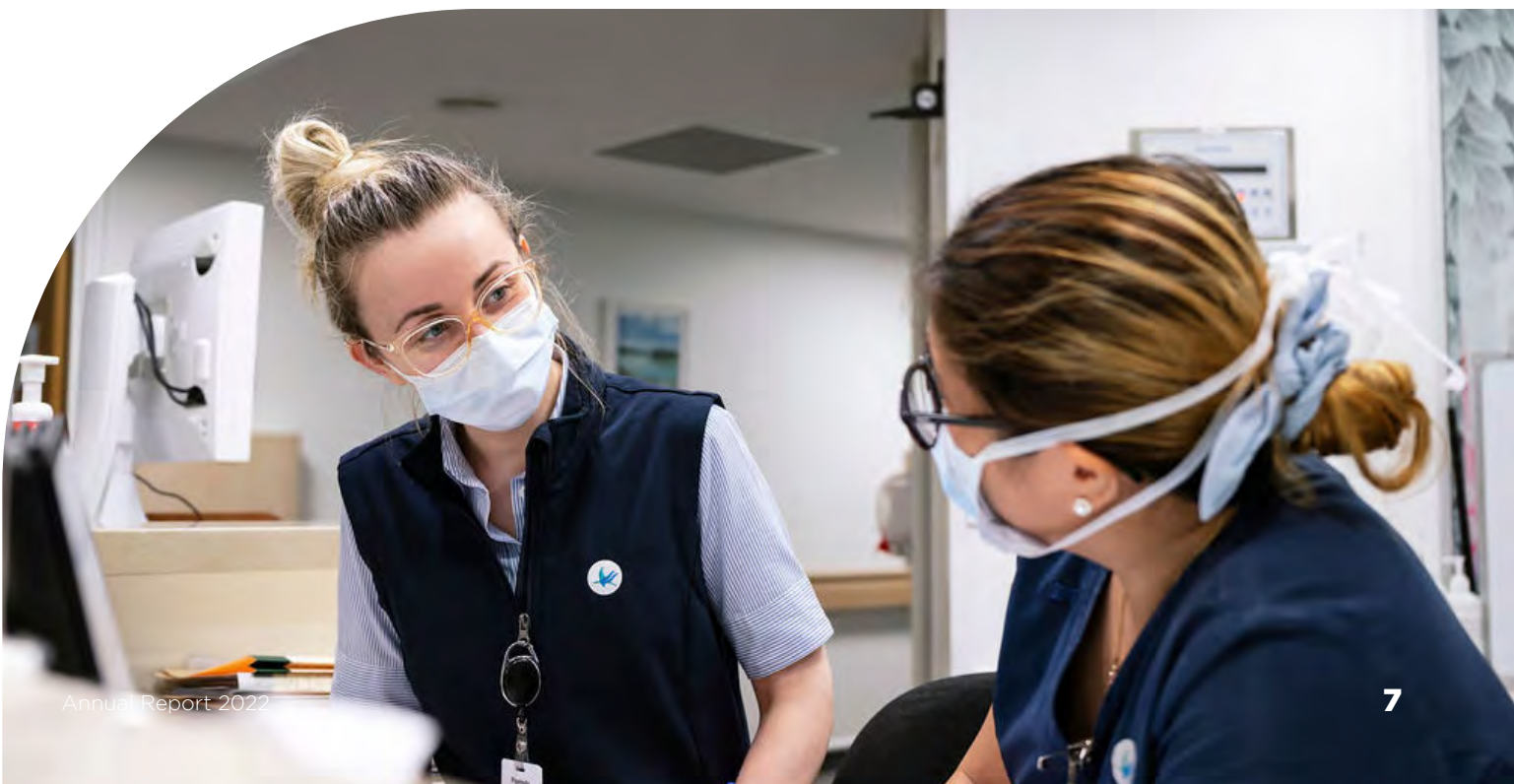
Despite all of our efforts, our residential aged care home experienced a COVID-19 outbreak in October 2021. We care deeply for the residents who live with us and the staff at The Bays Aged Care. This was a very difficult and challenging time for all staff, residents and families. Our focus during the outbreak continued to be on the care and support for our residents and staff. Our deepest condolences go out to the families of those we lost during this time.

Even with the restrictions to elective surgery we performed 9,353 procedures and 3,209 dialysis treatments. We also delivered 548 babies, a

record number for The Bays. As part of the state-wide response to COVID-19, we cared for public patients in our hospital throughout the year. We feel privileged to have been able to provide our healthcare services to these patients.

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 as a not-for-profit, independent organisation.

I thank our Board for their extensive capability and committed oversight and support, especially over the last challenging year. Thank you also to our leadership teams for your dedication and hard work and thank you to our staff, doctors, allied health professionals and volunteers for your wonderful commitment to The Bays.



CFO's Report

STEVE AVERY
CHIEF FINANCIAL OFFICER



In the 21-22 financial year, The Bays Healthcare Group reported an operating surplus before depreciation of \$5.1M, up on the previous year by \$1.7M. The net surplus from continuing operations – considering depreciation, financing and extraordinary items – was \$1.7M, comparing favourably to the net surplus of \$0.4M in 20-21.

Pleasingly, there were a number of important key performance indicators for the group that were positive, including:

- Our revenue per patient day improved by 8%, indicating the higher acuity of procedures being undertaken at the hospital
- Despite COVID-19 impacts, day infusions increased by 10%
- Occupancy at Aged Care remained very high at 97%, compared with 93% the previous year (there were 1,460 more resident days in 21-22)
- Private patient treatments in our dialysis division were higher by 14%.

As with the previous financial year, 21-22 was again impacted by the pandemic. This included our acute hospital experiencing elective surgery restrictions at various times, and our aged care home being burdened with higher costs to manage the impact of COVID-19 on our staff, residents and visitors.

The Bays Healthcare Group remained on the Private Hospital Funding Agreement contract with the Victorian Department of Health. This helped support The Bays to continue implementing important development initiatives, critical to our future as a key provider of health care services to the Mornington Peninsula community. These areas included fundamental IT systems development, continued investment in our OH&S processes and resources, and of course, ongoing development of new service offerings such as the Cancer Centre.

In addition, the broader impact of the pandemic on Victoria's healthcare system saw The Bays Hospital provide an important source of additional capacity to Peninsula Health. We will continue to assist in treating public patients for the foreseeable future.

As referred to above, an important element of our performance over the past financial year was the higher acuity of procedures at our hospital. Specialties such as Gastroenterology, Otolaryngology (ENT), Orthopaedics and Ophthalmology contributed a relatively higher number of admissions and procedures which resulted in an overall improvement in our revenue per patient day.

In a recent patient satisfaction survey, 99% of respondents said they recommend and would return to The Bays. These results showcase the outstanding quality of the nursing and medical support team, our ICU and our approach to patient care and has meant The Bays has attracted new surgeons to the hospital in higher acuity specialties. We anticipate that this trend will continue.

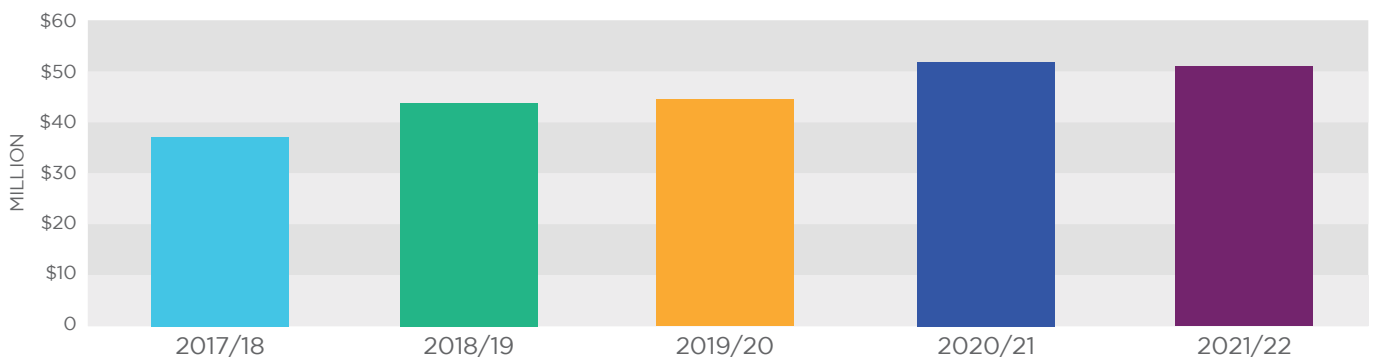
Overleaf, the five-year snapshot of the group's key financial metrics indicates:

- Our average growth rate over the last five years sits at an impressive 7% - we are serving more people in our community for more of their healthcare needs
- We are maintaining consistent improvement in our operating profits that will assist in the funding of ongoing investment in our patient care facilities, our healthcare technology and data management systems, and our human resource development programs.

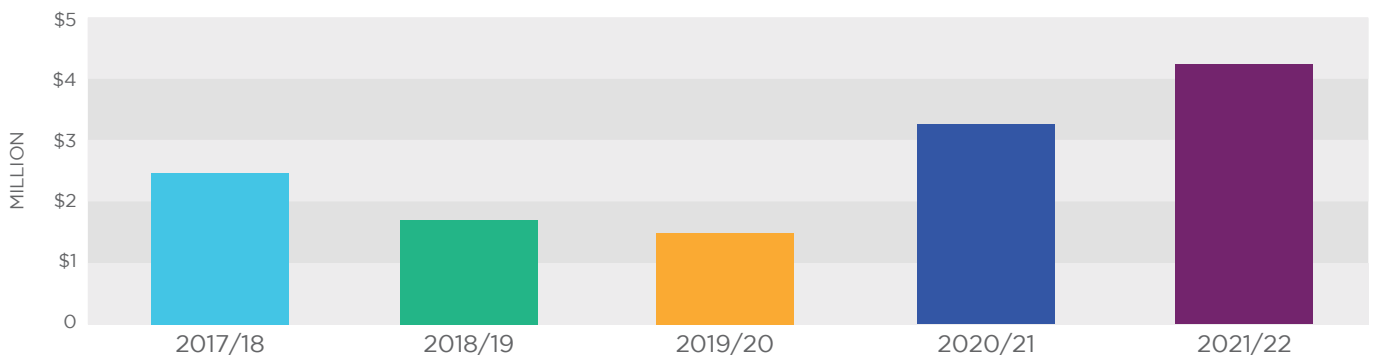
Operational Performance

Five year snapshot of our operational performance across key areas

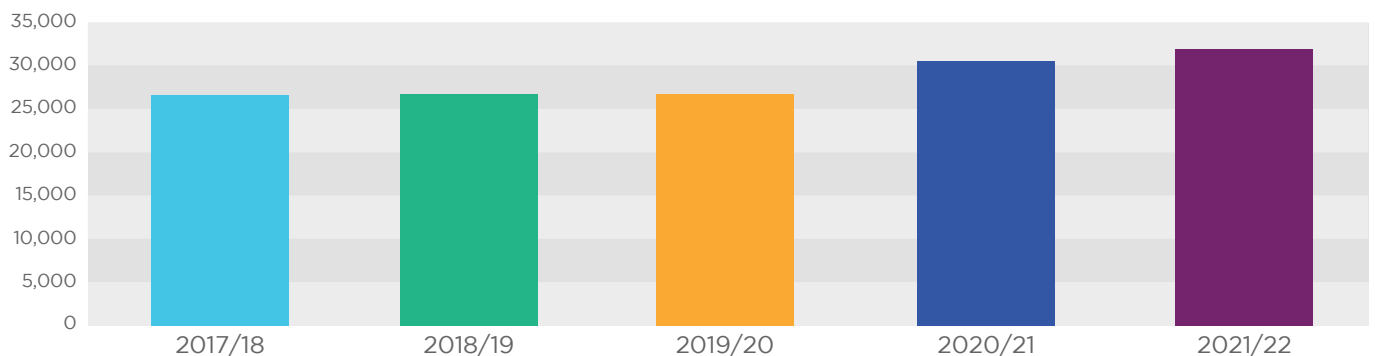
Revenue - group



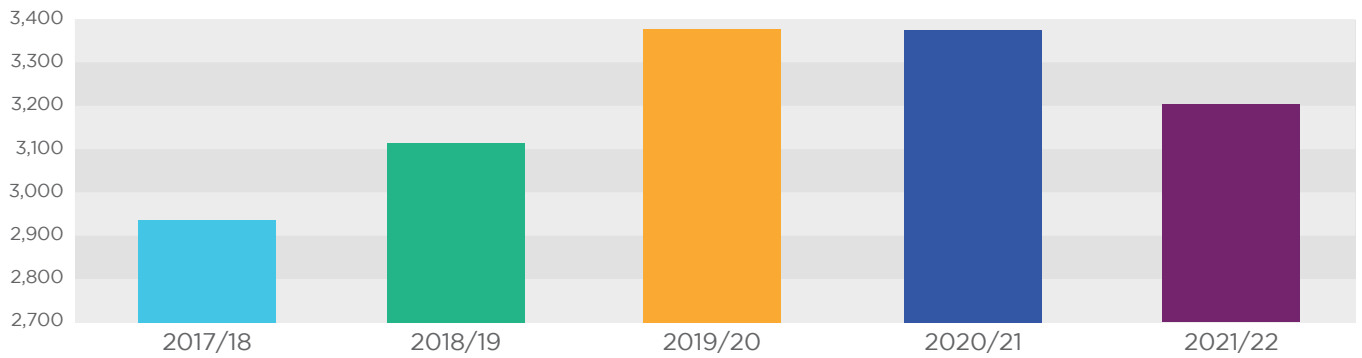
Operating profit - group



Resident days - aged care



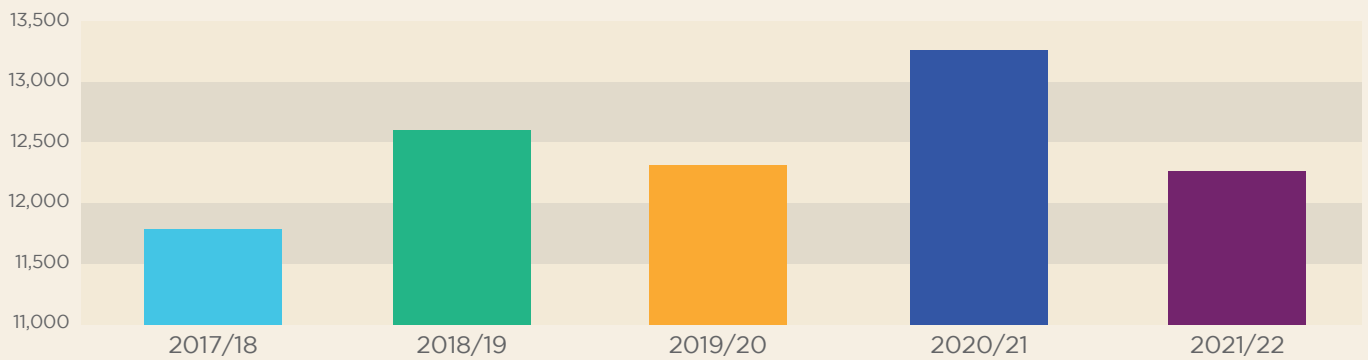
Treatments - dialysis



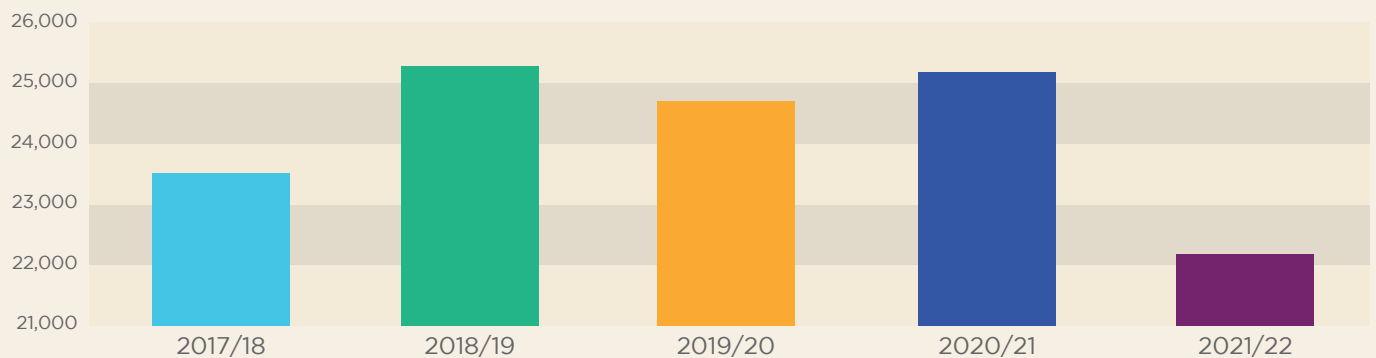
The Bays Hospital

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

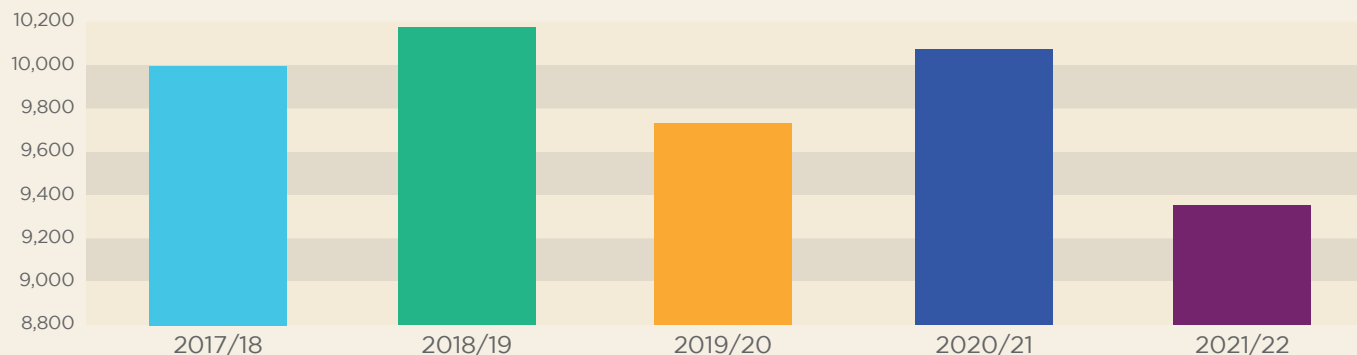
Admissions



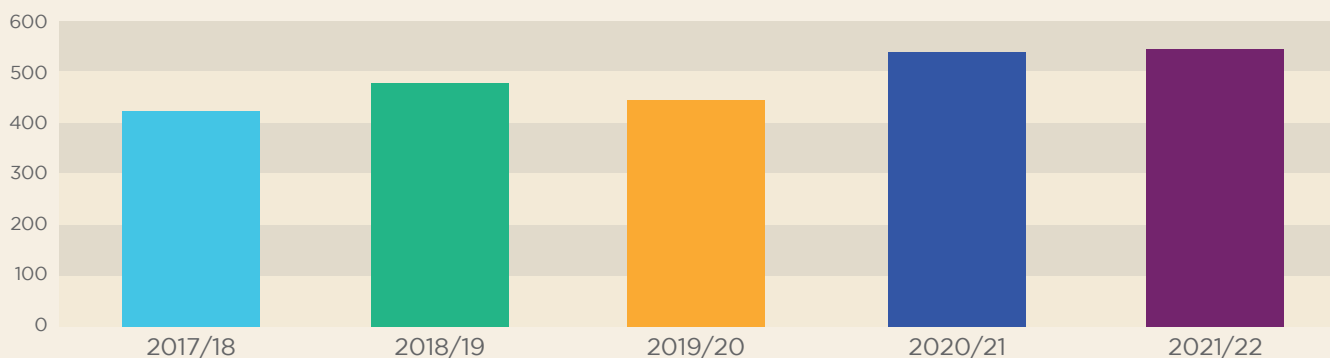
Patient days



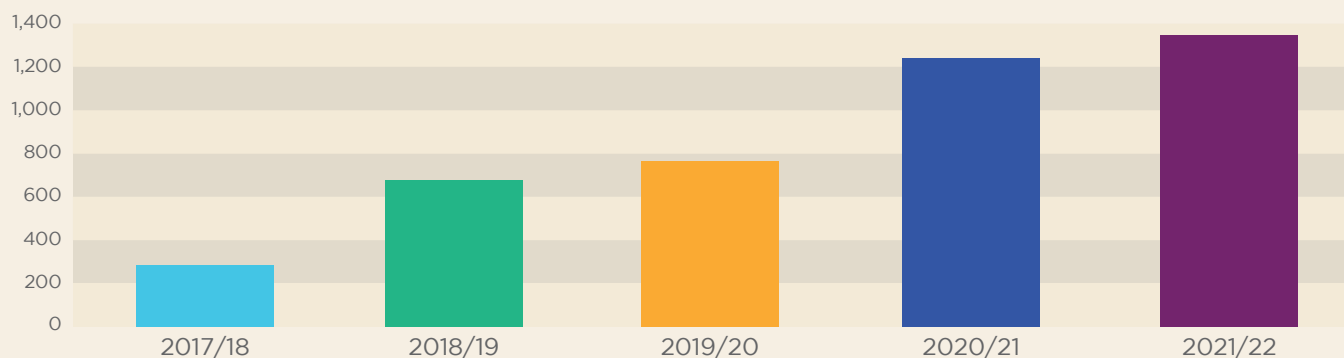
Operations



Births



Day oncology and infusion treatments



Acute Care Report

KELLIE BAMBERRY
DIRECTOR OF CLINICAL SERVICES



Our community reminded us again of the substantial and positive impact our staff have on their lives: 99 per cent of our patients said they would choose The Bays for their future healthcare needs.

During the year, our COVID-19 protocols and processes evolved and stabilised with added precautions in place to protect our patients and staff from transmission. We were successful in keeping COVID-19 infection to a minimum within our hospital with less than a handful of positive cases recorded.

The spirit of collaboration, cooperation and encouragement was highlighted like never before in a landscape of uncertainty and change. Our acute care staff provided immediate and crucial support to the aged care home during the COVID-19 outbreak. Simultaneously, because of elective surgery restrictions, our theatre, central sterile supply department and day surgery staff stepped up to support their colleagues in unfamiliar environments. Their willingness to help each other while focusing on every patient's individual needs personifies 'The Bays difference'.

Some staff were able to build on or change their careers after having worked in areas of our organisation that were new to them. The breadth of opportunities allowed these people to pursue new challenges, but remain in The Bays family.

Our committed Doctors worked to ensure every patient was cared for in the safest possible environment. They adapted their practices and environments to minimise delays and maximise the provision of care within the pandemic restrictions. We are tremendously proud of our contributions to the care of both public and private members of our community during the pandemic.

Throughout the pandemic our day infusion and dialysis units continued to deliver essential chemotherapies, immunotherapies and dialysis treatments. This required a delicate balance to ensure that the strict and necessary infection protocols were followed, however treatments were performed with minimal intrusion to our patients or disruption to schedules.

Our intensive care team delivered vital education and support to our staff in navigating the complexities of the COVID-19 guidelines and allowed us to create an individualised approach to our patients' needs.

We celebrated International Nurses and Midwives Day with an all-day pancake feast, taking the opportunity to thank our nurses, midwives and the teams who support them in their amazing work.

This year we celebrated a significant contributor of The Bays, Marg Joyce. Marg joined The Bays in 1980 and has been instrumental in the success of our maternity unit.

We have been privileged to have witnessed and been a part of so many positive experiences over the year. We're grateful to our community who allow us to be a part of these most personal experiences.

I wish to thank everyone who plays a crucial role in these experiences and who are committed to ensuring they have a positive impact on our community every day.

Dialysis Unit Report

DEB MALKIN AND LEANNE PALASTER
NURSE UNIT MANAGERS

As we put another different year behind us, we reflect on the ups and downs of the past year. Lockdowns and restrictions meant that our patients could not bring family and friends to appointments, nor were we able to take on visiting patients over the holiday period.

Our patients come in three times per week for their dialysis treatment. We get to know them well, and to some we are like a second family. During lockdown we found that this bond grew even stronger.

Many of our patients live alone and were not able to catch up with family and friends. Having treatment was not only necessary for their physical health, it also became a mental health break catching up and having a chat with our nurses. One of our patients said it best: "Thank goodness I can come here, or I wouldn't have seen anyone for weeks!".

When COVID-19 infection numbers continued to rise state-wide and elective surgeries were on hold, nurses from the hospital jumped on the opportunity to assist us by RAT testing patients prior to treatment, as well as provide other support. While the dialysis unit is 19 kms away from the hospital in Mornington, the distance was not a barrier for nurses who gladly drove to Hastings to help out.

Thank you to all our caring staff who go above and beyond every day to make sure our patients are in safe hands. Thank you also to our patients for choosing us to look after them: because of you we look forward to coming to work every morning.



Fundraising and Community Engagement

REBECCA HASLER, FUNDRAISING AND COMMUNITY ENGAGEMENT MANAGER



As an independent, not-for-profit organisation, The Bays relies on our donors, members, volunteers and the wider community to help us provide the best care and services. We are very grateful to our incredible donors who have chosen The Bays as their charity. Our sincere thanks go to all in our community for their continued support and dedication.

Donations, fundraising and memberships have contributed \$469,724 in the 21-22 financial year. Our fundraising effort for the Cancer Care Centre has now reached \$669,340. We are incredibly grateful for every donation.

Some of the funds raised was spent on vital medical equipment, including patient beds, ultrasonic doppler, orthopaedic equipment, observation machines and more.

Our revamped membership program continued to grow, with more families opting in. Members have many benefits and can contribute to the planning and strategic direction of The Bays.

As lockdowns and restrictions lifted, we were excited to welcome back our volunteers and resume face-to-face events. Working within restrictions, we held three expert-led information events for members and the local community. Topics were skin cancer awareness, healthy bladder and bowel, managing lung cancer and maintaining healthy joints.

The Bays' Doctors decided to pay their gratitude forward and gift the funds usually reserved for their Christmas gifts to our charity partner, The Mornington Peninsula Foundation.

Looking forward, we will continue to strengthen our bond with the local community to ensure our organisation remains independent and stays true to its roots.



Human Resources

SARAH MARCH
HUMAN RESOURCES MANAGER



The ICARE values; integrity, compassion, accountability, respect and excellence are five guiding principles which underpin our everyday work practices and articulate how we interact. Our values are embedded in our approach to attracting, recruiting, rewarding and recognising staff.

Recruiting new staff continued to be a high priority. We continued to implement strategic workforce planning to ensure we remain well placed to deliver best practice care now and in the future.

To support our expanding services and to ensure we had adequate resourcing to respond to the pandemic, we welcomed 105 new staff members to the hospital and 40 to our aged care home.

Our popular graduate program increased, and in December 2021 we had four nurses and one midwife graduate. Two of the nurses opted to stay on and are continuing their wonderful work on Coolart ward. In February 2022 we took on another six graduates after having received more than 60 applications.

It is great to see how coveted our graduate program is. Some of its success can be attributed to the fact that we create a very supportive environment for our graduates and give them opportunities they might not get elsewhere, including working in specialist areas such as intensive care, theatre and women's health.

Many of our graduates have chosen The Bays because they did their clinical placement here in the second or third year of their degree. We work in partnership to provide placements to nurses from four different universities and take on up to eight students at a time for a period of six weeks. These students buddy up with an experienced nurse. This gives us the chance to identify high performing students and encourage them to apply for our graduate program.

In light of the challenging times over recent years we know our team's health and wellbeing is more important than ever. Our employee assistance provider supports all our staff and their family members in areas of health and wellbeing, relationships, diversity and inclusion, grief as well as careers. We also made sure to participate in Socks for Docs Day and put on a morning tea of cupcakes and coffee for RUOK? day.

In appreciation of our loyal and dedicated staff, we acknowledged and celebrated 36 team members who reached significant years of service at The Bays, which included anniversaries of 5, 10, 15, 20, 25, 30 and a most impressive 40 years!



Aged Care Report

JULIE DARCY
DIRECTOR OF AGED CARE SERVICES



Our residents make every day memorable: there's always a joke to be had or a story to be shared. Laughter and music can be heard coming from the dining room and communal areas as residents enjoy spending time together.

While we ended last financial year on a high with residents enjoying the volunteer-run café, Tim Tam Tuesdays and joining in the many activities, the first half of the financial year was difficult with lockdowns and a COVID-19 outbreak. Since the start of the pandemic, our focus on safety and following strict infection control protocols as per the Department of Health's guidelines has not wavered. However, despite best efforts we had our first COVID-19 outbreak in October 2021. It was hard to see some of our residents being unwell and families worrying about their loved ones. My sincere condolences to the families who lost their loved one.

We were relieved when volunteers were allowed back after the lockdowns. They bring the café to life every week and bring smiles to our faces whenever they're around. The Pink Ladies celebrated 50 years of service too – what an amazing effort!

I've enjoyed hearing residents' and their families' positive feedback this year. The team strive to make sure our residents are comfortable and happy in their home, feel listened to and families feel supported. We ran monthly meetings to capture everyone's feedback and suggestions. We also have a food focus group where our residents review meals and give feedback to the kitchen. Compliments, concerns and feedback forms are available throughout the home for all residents, visitors and staff to complete.

Looking forward, we'll continue to expand our lifestyle program, offering individual exercise classes and increased bus trips into the community. We'll also continue the upgrades to the Hostel and Gold Wing, including painting communal areas, upgraded security and a new nurse call bell system. Our residents and staff can soon also enjoy a new garden area outside of the lower level. Behind the scenes, I'm excited about implementing a new electronic resident documentation management system which will streamline our administration work processes.

Thank you to our residents for choosing The Bays Aged Care to be their home; we love looking after you! Thank you also to our residents' families for your ongoing support and lovely feedback – it means a lot.

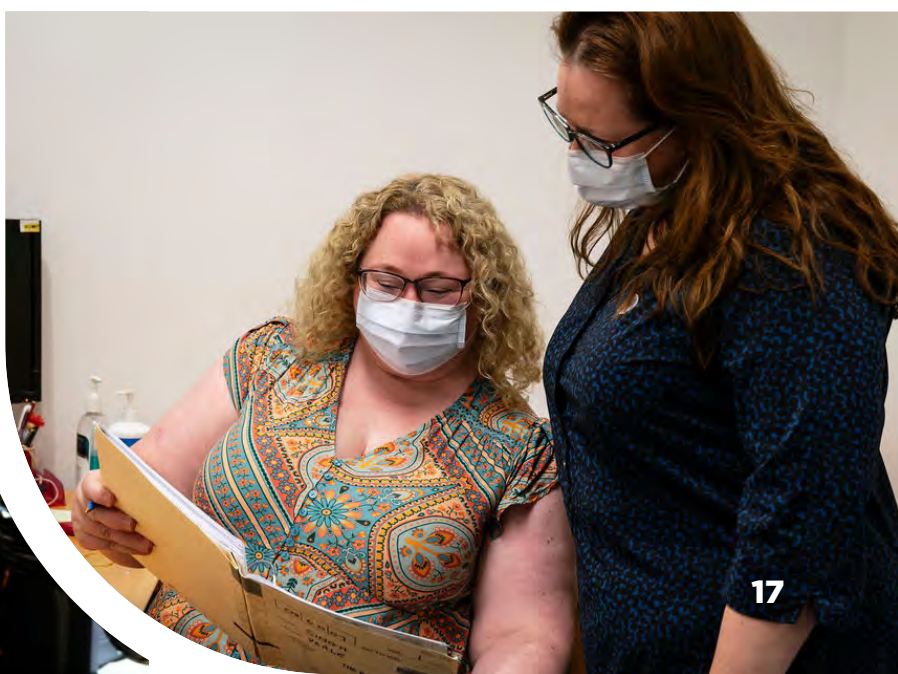
As always, I'm so proud of the work my team has done this year, particularly during the outbreak. Looking back, the seemingly never-ending wearing of protective gear and RAT testing required to keep everyone as safe as possible was taken in their stride. The work ethic of the entire team at The Bays Aged Care, and the support from the team at The Bays Hospital in Mornington, are what makes the home so special.



The Bays difference? Our outstanding staff!

The strength and resilience our staff have continued to show during the ongoing pandemic is extraordinary. Our teams have continued to provide personalised and nurturing care to our patients and residents, often wearing full PPE or working extra shifts to cover for unwell colleagues.

Thank you for all the dedication you bring to your profession every day. We appreciate and notice the hard work you put in to keep our patients, residents and each other safe.



Volunteering

Finally, we were able to return to in person events and training! 'Muffin Mondays' gave our volunteers and members a nice opportunity to reconnect.

We marked National Volunteer Week at the Mornington Golf Club, celebrating our wonderful and committed volunteers - some of whom have been with us for 5, 10 and 15 years! Carole-Anne Railley was awarded the 'Volunteer of the year' award for her contribution in the last year, particularly for the support she offered the admission team during lockdowns.

In May we gathered our volunteers at the Mornington Community House to refresh their skills. This is part of our ongoing commitment to training, keeping volunteers up to date and so they feel confident and supported in their roles.

New to the gift shop are items kindly donated by the Mornington Men's Shed. Our creative and talented knitters and quilters donate beautiful handmade pieces to the hospital's gift shop and our aged care residents. One of these knitters is Christine Lucas who has volunteered at the hospital since 2010, when she saw an ad in the local paper advertising for knitters. Since then, she has taken on other types of volunteering too, and helps out



every Monday and Friday with various administration tasks, including data entry.

Christine found the many months in lockdown tough and missed her Bays-family, but kept herself busy knitting beanies and cardigans for the gift shop, as well as blankets for the Peninsula's homeless.

“When volunteers were finally allowed back at the hospital, it felt like coming home. I had missed the staff and my volunteering colleagues a lot. I had missed feeling useful.”

Christine Lucas, volunteer

The baby boom continues

The pandemic put a lot of things on hold, but it seems babies were not one of them! Our team of midwives and obstetricians welcomed a record breaking 548 babies in the 21-22 financial year!

In our organisation we pride ourselves on giving personalised, extraordinary care to all our patients - we think of it as The Bays difference. We were lucky to deliver several of our colleagues' babies this year. It means a lot when our own staff choose The Bays for the most important event of their lives.

Babies and parents give their time to research

155 families with babies born at The Bays between October 2021 - May 2022 opted to be part of the Generation Victoria (GenV) project. GenV is a state-wide research initiative aiming to identify faster and better ways to predict, prevent and treat problems like preterm birth, allergies, anxiety, obesity and more.

Over a two-year period Gen V is asking parents of newborns to safely and securely share information about themselves and the health and development of their newborn. This information will give researchers a complete picture of the health and wellbeing of a whole generation, unlocking discoveries that will improve the lives of families in the future.



Theatre update: It's hip to be a donor!

More and more orthopaedic surgeons are choosing The Bays. When restrictions lifted on elective surgery, we saw a growth in this category: in 21-22 we performed a total of 230 joint replacements, compared to 136 the previous financial year.

A rise in hip surgeries has subsequently allowed us to be a part of the Australian Tissue Donation Network. Eligible hip surgery patients can donate their femoral head to the Australian Tissue Donation Network and help heal and save lives!

When booking in for hip replacement surgery, our pre-admission team will discuss with the patient their willingness and suitability to opt into the program. In 21-22, 128 patients showed interest in donating bone. Due to various screening criteria, not all interested patients were able to participate. However, 89 were accepted and 61 femoral heads were donated.

This tissue is sent to Sydney to undergo rigorous processing and cleaning before it is transformed into new, usable bone for future patients. The Australian Tissue Donation Network has been an outstanding source of information and support for our team, and we have been able to achieve these great milestones with thanks to their passion.

With the growing number of operations, behind the scenes our central sterilising supply department are busy checking, washing and sterilising loan trays. A hip replacement can use up to 10 trays on average, and with so many joint replacement surgeries, our team in yellow are keeping busy.



A step towards a sustainable future

We want to make a difference where we can. Our hospitality team has phased out the use of plastic food containers in the café, opting for cardboard and paper where possible.

Visitors and staff are also encouraged to bring their own cup and are awarded with a 10% discount when doing so. That's a better deal both for our planet and our wallets!

Looking forward, we're working with Envirohealth on how we can optimise our recycling on site, diverting more waste from landfill and reduce recycling contamination.

Cancer Care Centre is taking shape

We've made exciting progress on our Cancer Care Centre. Detailed construction plans have been finalised and town planning approval has been obtained from Mornington Peninsula Shire.

Last year we put the project out to tender, and in March 2022 Harris HMC was awarded the contract. Since then, the market has experienced significant price increases in the cost of supplies like structural timber, steel and metal products. A skill shortage in the industry has also contributed to the rising construction costs. We are working with Harris HMC on how to deliver the project under these restraints.

Our main priority is to get the radiation therapy unit completed first so we can keep our promise of offering complete cancer treatment to patients locally on the Peninsula.

The next step is to make minor amendments to the design to fit within our budget, before construction begins in 2023.



Prostate cancer update

Our Prostate Cancer Nurses have had another very busy year. These specialist nurses support men with prostate cancer and their loved ones. To lessen the anxiety of the unknown, it's important these men feel well informed of the processes around treatment and side effects management - Ying and Meredith help them with any questions or concerns.

In the 21-22 financial year, Ying and Meredith took on 226 new clients. Of these, 63% were referred on diagnosis, 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 from diagnosis to treatment, rehabilitation, follow-up and transition to wellness or palliative care. The breast care nurses offer education to The Bays staff, as well as undertake professional development training to enhance their own skills.

This year, the trio took on 193 new patients and completed more than 1400 telehealth appointments. Patients and nurses were all excited when face-to-face support groups could finally resume for Mornington Peninsula Women's Cancer Group (for all women with all cancer at all stages) and Breast Intentions (for younger/working women with breast cancer). Nothing beats having a cuppa and a chat in person!

Board of Directors

Our Board of directors consists of six directors and two medical practitioner representatives. 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 been in active business for over 25 years. Throughout his career he has held many roles across a broad base of business and industry including hospitality, water, gas, electricity and telecommunications.

Brett held Senior Management positions for Sodexo, an international catering and facilities management company. Following this Brett was Managing Director of AMRS (Aust) growing it to Australia's largest Metering Services provider. The company 'AMRS' held contracts with the majority of Australia's energy and water utilities. The company was later sold to 'Service Stream LTD' where Brett was Executive General Manager before becoming Managing Director. Brett has held the role of Non-Executive Board Chair since 2015.

Brett is also Managing Director of Environmental Land Services one of Australia's largest private gas networks and is a Fellow of the Australian Institute of Company Directors (FAICD).



Mr Robert Anderson

Mr Robert Anderson has served on The Bays Board since 2006 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 and the Voluntary Treasurer for Moorooduc CFA Brigade.

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 Tele Health company and Seawinds Community House in Rosebud.



Mr Brent Dennison

Mr Brent Dennison was the CEO of the Cell Care Group, an international cord blood bank and cellular therapy investor for eight years. He led the company's expansion into North America and steered it through acquisition by Generate Life Sciences.

Brent was previously involved in the launch of Mothercare in Australia until 2012. Prior, 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 is the CEO 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 health care 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 Health Care 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 delivery of safe clinical care and optimising the patient experience.



Mr Jamie Priestley

Mr Jamie Priestley is an ear, nose and throat (ENT) surgeon specialising in sinus surgery. He is a member of The Bays Healthcare Group's Medical Advisory Committee. With the current global challenges to healthcare, his role on the Board is to advise on medical matters.

Jamie graduated with a Bachelor of Medicine and Surgery from Monash University in 1997. Following initial training in general surgery, he pursued an interest in otolaryngology (ENT surgery) which had developed while working in otolaryngology positions in London in 2000. After returning to Australia he completed ENT training, gaining Fellowship with the Royal Australasian College of Surgeons in 2009. His interest in sinus surgery later saw him undertake a 12-month Fellowship at the University of Iowa, USA. Jamie established Mornington ENT in 2010 and operates exclusively at The Bays.

Jamie views serving on our Board as a way to help ensure the ongoing growth of The Bays is in step with the health needs of the community and the health practitioners supporting them.



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. He is also a member of the RANZCO Board.

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 15 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.

Steve Avery CHIEF FINANCE OFFICER

Steve Avery, who joined The Bays in 2016, has now worked in the healthcare industry for 25 years. With extensive professional qualifications, including a Master of Business Administration, Steve was previously employed at Mercy Health as their General Manager of Finance and Business Services. He also served as a Senior Manager at Paxton Partners, providing strategic, financial and management advisory services to the Australian healthcare sector.

At The Bays, Steve has executive responsibility for finance and management accounting, treasury functions (including capital finance, accounts payable and accounts receivable), infrastructure and facilities management, supply and procurement, and private health fund relationships.

Steve finished up at The Bays Healthcare Group in August 2022. We thank him for his contribution to our organisation and wish him the best of luck in the next chapter of his career.



Kellie Bamberry DIRECTOR OF CLINICAL SERVICES

Kellie Bamberry brings 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.

Rebecca Hasler FUNDRAISING & COMMUNITY ENGAGEMENT MANAGER

Rebecca (Bec) Hasler brings experience from a range of sectors, including finance, sport and healthcare. Her career highlights include senior management positions at the Australian Golf Foundation, the GWS Giants Foundation, the Children's Medical Research Institute and the Garvan Research Foundation.

In her role as our Fundraising and Community Engagement Manager, Bec facilitates our relationships with the wider community, including donors, members, volunteers or the wider public. Her small team is responsible for fundraising campaigns as well as community engagement, communications, events and volunteer management.

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