



# Mater Annual Report **2019–2020**

Health . Education . Research . Foundation





# About Mater

Mater acknowledges that our services are provided on Aboriginal and Torres Strait Islander lands and pays respect to their Elders past, present and emerging.

A Catholic not-for-profit ministry of Mercy Partners, Mater is guided by the spirit of the Sisters of Mercy who established Mater in 1906 when they built their first 20-bed hospital in Brisbane's North Quay. This was the start of a tradition of care grounded in Mercy Values that continues today as an extensive healthcare network that brings together our expertise across health, education and research to improve the health and wellbeing of our community.

Committed to a culture of compassion and care, Mater not only responds to, but actively seeks to support individuals and families disadvantaged by health or social circumstances and embraces opportunities to provide healing and hope to the communities we serve. Mater is able to meet these needs by reinvesting any proceeds from the business back into the provision of healthcare services.

In July 2019, Mercy Partners announced a new way forward for Mater as a state-wide service and instigated the One Mater transition project to unify all Mater hospitals and health services across Queensland. A single board of governance was established with the responsibility for Mater's health services in South East Queensland, North Queensland and Central Queensland. This announcement signified a critical period of change across Mater as we began the process of transitioning our healthcare services across Queensland to become a single entity on 1 July 2020.

# Joining together under shared Mission and Values statements

Mater was founded by the Sisters of Mercy as a values-based organisation more than 100 years ago and their unwavering commitment to serving the community still inspires us to this day.

As Mater comes together as one ministry, our Mission and Values statements have been updated to reflect our shared Mission.

Many months of collaborative cross-organisational work went into developing the words that now reflect and celebrate our shared Catholic heritage, inform our strategic vision and guide us in all we do.

Mater's spirit is at the heart of everything we do, and our Mission and Values statements are the words that echo the tradition built by the Sisters of Mercy and their founder, Catherine McAuley.

## Our Mission

**We serve together to bring God's mercy to our communities through compassionate, transforming, healing ministries.**

## Our Values

Together, the Mater Values underpin our relationships with one another.

They assist us in our decision-making and shape our workplace culture. Our Values are reflected in all that we do and are visible to all through the way in which we behave and interact with one another.

We are dedicated to providing healthcare services through a sincere commitment to our core values:

**We honour and promote the dignity of human life and of all creation**

**We act with compassion and integrity**

**We strive for excellence.**



# About our Ministries

Mater combines our collective expertise and resources across health, education and research to deliver new services in new ways, and to support our community in making better choices about their health and wellbeing.

Through an integrated approach, Mater continues to fulfil our Mission to meet the healthcare needs of our community in delivering safe, high quality, compassionate care.

## Mater Health

As an iconic provider of healthcare services to the community, our patients are at the centre of everything we do. Delivering high-quality, compassionate care, in line with Mater's Mission and Values, we are committed to a world-class health service for our patients across all stages of their healthcare journey. In collaboration with Mater Research and Mater Education, we strive to develop and deliver improved patient outcomes and utilise advanced, innovative approaches for the management of illness and disease, as well as moving beyond our hospital walls to support you in making better choices about your health, every day.

## Mater Research

As an internationally-recognised leader in medical research, Mater Research is committed to discovering new ways to prevent and treat conditions to help our community lead healthier lives. Working closely with Mater Health and Mater Education, and a growing network of collaborating partners, we turn scientific discovery into the best possible treatment, care and outcomes for patients and our broader community. A strong track record of successful grant applications and fellowship recipients, and the significant support of Mater Foundation, enables us to fund pilot trials and projects, vital infrastructure and resources and to backfill clinical time to enable more clinician-led research.

## Mater Education

Over 20 years, Mater Education has evolved into an interprofessional centre of educational excellence, offering a range of courses for undergraduate, postgraduate and prevocational students, through to highly-experienced practising clinicians. As a leading provider of contemporary healthcare education, training and simulation with world-class clinical programs, facilities and faculties, we are focused on developing a confident, competent healthcare workforce who deliver outstanding patient outcomes.

## Mater Foundation

Community support has been fundamental to Mater since its beginning in 1906. As its philanthropic entity, Mater Foundation raises funds by inspiring and engaging people and businesses to partner with Mater to improve health through a wide range of fundraising and philanthropy opportunities. Through this philanthropic engagement, Mater Foundation is committed to revolutionising healthcare for our community through investment in care, education and world-class research.





# Our strategy and vision

Our vision is to empower people to live better lives through improved health and wellbeing.

Our Mater Strategy guides how we will achieve our vision: empowering people to live better lives through improved health and wellbeing. The Strategy was supported by our new Board in February 2020 and is now the foundation for an exciting future for Mater People and our consumers.

Our commitment to our Mission compels us to change as the needs of our community and the environment in which we operate are changing. This means moving beyond the hospital, the classroom and the laboratory, being closer to our consumers and delivering new products, programs and services to meet emerging community needs.

The Mater Strategy outlines how we will ensure we can stay true to our Mission and Catholic identity and remain relevant for the coming decade, and beyond. It speaks to our continued commitment to excellence across our core service areas and acknowledges the need to move into new spaces which leverage our unique capabilities.

Our consumers, whether they be scientists, doctors, researchers, teachers, donors, visitors, students, friends, philanthropists, politicians, nurses, midwives or online shoppers, need to be at the centre of everything we do. Mater should be relevant, present and able to meet consumer needs anywhere and at any time into the future.

We believe every individual has the right to access world-class health services and information, so they can live every day to the fullest. We want to empower people, whatever their health goals, to positively engage in good health, knowing they can depend on Mater to support them spiritually, emotionally, socially and physically.

We are advocates for health and wellness without discrimination, and we are proactive and innovative in this role. Where we see opportunities to help people thrive and flourish, we make it our business to create solutions to make it happen.

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**Dr Ricki Jeffery**  
Chair, Mercy Partner Council

## Message from Mercy Partners

In a year that has been unexpected in many ways, there has been one consistent theme—change. The impact of COVID-19 on our staff, public hospital services, private hospital services, residential aged care and Mater at Home services has been immense. We have had to quickly adapt to a whole new way of working and living and our sincere thanks go to all Mater People for your strength and commitment to keeping our community safe in an environment that has been challenging for us all.

Other emerging themes have been those of a communion of ministries and a communion of charisms.

Mercy Partners Council promotes the idea of a communion of charisms to inspire people working in the Ministries to both understand and embrace their roles within the Church. It is the responsibility of Mercy Partners to ensure that all leaders continue the work of the Religious Congregations charisms and to encourage collaboration and positive relationships between Ministries.

In line with these themes, Mercy Partners was delighted to see the progress made by Mater in working towards its transition to one organisation. Our appointment of Francis Sullivan as the Executive Chair of the Board to oversee the transition project has enabled the formation of a newly-appointed Board with representatives from across Queensland and in turn the appointment of a state-wide Mater Executive team.

We have been delighted with the level of engagement of the Mater Board and Executive leaders in opportunities that enrich understanding of Mission, Catholic identity and governance.

While our principles for Mater becoming one across Queensland are diverse and include Mission, subsidiarity, local management, local employment, investment, sustainability, avoidance of duplication, transparency and structural simplicity—the connection underpinning them all is the focus on Mater's Mission in serving vulnerable communities, disadvantaged populations and excluded groups. In transitioning to one organisation, we believe Mater has greater opportunities and influence to sustain its Mission.

Mercy Partners has supported Mater in becoming one legal entity across the state by both sponsoring the Ministry in the name of the Catholic Church and responding compassionately and creatively to the existing and emerging formation needs. During the year support for formation needs has continued to be successfully delivered through the Formation Directorate of Mercy Partners.

Mercy Partners Formation program focuses on three key areas and offers opportunities for further enrichment in personal spirituality, Catholic identity and governance. The program aims to form leaders who understand their responsibilities as part of the Catholic Church and are committed to mercy in action.

It also connects participants with each other, with religious congregations, with other Ministries of Mercy Partners, and with the Church community.

We take pride in the continued pursuit of the vision for Mater as originally set by the Brisbane Sisters of Mercy more than 100 years ago—to carry forward and drive innovative, integrated, inclusive, coordinated and responsive health and social services in the communities we serve and we look forward to seeing the Ministry continue to evolve.



# A message from Mater Executive Chair

In July 2019, Mercy Partners made a landmark decision to merge the Missions of our three Mater entities in North, Central and South East Queensland as one organisation across Queensland. Our goal was not only to unify our Mission but to sustain our Ministries as responsive outreaches to the communities we serve in the healing spirit of Jesus.

I would like to acknowledge the foresight and vision of the Mercy Partners Council in taking the initiative to align Mater as one. It is increasingly difficult for Catholic providers to survive in the current Australian healthcare environment, let alone thrive. Our commitment to the community means we must do more than just survive, so it is a crucial step to build scale and share our resources so that Mater can continue to provide its distinctive contribution to the people of Queensland and beyond.

In September 2019, in the first step to becoming one, Mater's state-wide Board was appointed. The first meeting of the new Mater Board took place in Rockhampton in October: an historic day, when strong leadership and representation of every region took the mantle for steering Mater going forward.

We committed to evolve together, to adapt to the changing healthcare landscape and to connect with our local communities on an even deeper level.

We need to continue to be at the forefront of best practice care and the pursuit of excellence in research and training; to be present in the margins of health service delivery with vulnerable communities, disadvantaged populations and excluded groups.

In the months since this first meeting the Board has brought together a talented new Executive team who have helped guide the transition to becoming one with dexterity and inclusiveness.

Throughout the year, the integration of Mater's Ministries of Health, Education, Research and Foundation has been deepened, reaching across our new state-wide network.

By coming together as one, we harness our collective strength and expertise. By merging our Missions and building greater influence through relevant service across a larger network, our voice is growing louder.

In the 2019/2020 year Mater admitted over half a million patients to our hospitals. We also provided services beyond our hospital walls and cared for the young and old, the sick, the injured and the underprivileged.

Beyond the outstanding level of clinical care, education and research which has been provided for the community, Mater has continued to be a credible voice and reliable presence.

We have set a solid foundation and look forward to embedding our approach—with our Mission always at our core—to continue striving for excellence that maintains our purpose and our Mission and ultimately advances healing in our community.



**Francis Sullivan AO**  
Executive Chair

# A message from Mater CEO



*We found new ways to support our patients, our people, and our communities.*



In a year characterised by great change and uncertainty, Mater has continued to evolve our services in support of our Mission.

Providing compassionate service to the sick and needy without discrimination is at the heart of our Mater Mission and was a feature of our response in the face of the global COVID-19 pandemic.

In line with our Mercy Values, we responded rapidly, safely and appropriately.

We found new ways to support our patients, our people, and our communities and worked as part of the broader healthcare network to support the community in their time of need.

And despite our ongoing focus on responding to the pandemic, we continued to make great progress across Mater.

In July 2019 a decision was made to establish a single Board of governance across all of Mater's entities in Queensland with the goal of bringing together our health Ministries from North Queensland, Central Queensland and South East Queensland.

Our new single governance structure signified the first step in Mater's transition and paved the way forward as we worked collaboratively towards our legal merger on 1 July 2020.

Unifying our Mission across Queensland was an historic and significant achievement that not only enhances our capacity to serve our communities, but enriches us with more opportunities to set new standards for integrating health, education and research for the benefit of our community.

Already Mater is bringing together expertise and resources across our Ministries to deliver new services in new ways:

- We expanded our education offering to Townsville and increased educational opportunities for Aboriginal and Torres Strait Islander students;
- We increased our care beyond the hospital;
- We delivered ground-breaking surgery for ovarian cancer;
- We received significant funding to provide lifesaving research;
- We raised a record-breaking \$1 million for breast cancer care at this year's RACQ International Women's Day Fun Run.

As we approach the future together, we are committed to a strategy of enhanced service delivery to build excellence and embed integrated practices across our Ministries.

We are genuinely committed to revolutionising the way in which our community experiences good health and wellbeing and to making it accessible for everybody.

I would like to take this opportunity to thank our Board and Executive for their inspired leadership and all Mater People for their outstanding contribution during such a transformational and challenging year.

It is an exciting time in the evolving Ministry of Mater as we continue to serve our Mission into the future.

**Dr Peter Steer**  
Chief Executive Officer



# Bringing Mater together across Queensland

In July 2019, a decision was made to establish a single Board of governance to unify Mater services across Queensland.

The 12 months that followed was a period of transition, enabling the separate entities of Mercy Health and Aged Care in Central Queensland, Mater Health Services in North Queensland, and Mater Misericordiae Limited in South East Queensland to come together as a single Mater network on 1 July 2020.

From 1 July 2020, all Mater entities came under the legal name of Mater Misericordiae Limited, reflecting our changing healthcare environment, where the role of hospitals and healthcare providers must go beyond 'end-product' hospital-based care to begin to play a role in patient empowerment for disease prevention and improved health and wellbeing.

# Our highlights

\*Patients seen numbers include; Inpatients, Emergency Department attendances and Outpatient attendances

\*Volunteers were unable to perform their regular hours due to COVID-19



**599 459**  
patients seen\*



**10 439**  
babies born



**68 298**  
emergency attendances



**\$17 559 972**  
distributed by Mater Foundation



**7041**  
paid employees



**\$18 311 004**  
Mater research secured funding



**58 888**  
hours contributed by Mater volunteers\*



**996**  
student graduated from Mater Education's RTO



Mater has been working as part of the broader health network in support of Public Health efforts to test, contain, treat and manage COVID-19.



## Supporting our community during the COVID-19 pandemic

In early 2020, Chinese media reported the first known death caused by a new coronavirus and shortly after there were reports of cases occurring in Thailand and Japan. By 11 March there were 118 000 cases in 114 countries and the World Health Organisation declared COVID-19 a pandemic. During this time, Mater has been working as part of the broader health network in support of public health efforts to test, contain, treat and manage COVID-19.

Our response has seen us stand up a tertiary level emergency response team—our highest level of response to an emergency situation—involving the Mater executive, senior leaders and a team of experts from across the organisation, who meet regularly to plan and respond to the developing situation.

The Mater Health team modelled a future state of how we would open additional intensive care and patient beds to care for COVID-19 patients, as well as our patients who did not have COVID-19. The plan was created with flexibility, to allow us to shift as required based on the current data and trends and ensuring we could continue to meet the needs of our community.

We have also worked closely with our staff to communicate regularly, keeping them up-to-date, and upskilling them, where required, while also providing resources to help them look after their physical and mental health and wellbeing, through practical tips and useful, free resources.

The response from the community has been overwhelming and we thank you sincerely for your thoughts and donations. We have received donations of hand sanitiser, food vouchers and snacks; we have received restaurant vouchers for staff to pick up a meal on their way home from work; we have received hundreds of cards and letters thanking us for our work; and we have had restaurants and cafes make and deliver food to our frontline healthcare workers.

Every person at Mater has been involved in our efforts to ensure we are prepared and able to respond appropriately at any given moment to the needs of our community.



# Responding to the COVID-19 pandemic



## Intensive care unit and emergency department operations redesigned

Early in 2020 the COVID-19 pandemic prompted a swift redesign of Mater's Emergency Department (ED) and Intensive Care Unit (ICU) operations.

The two departments are at the forefront of our response to COVID-19 and were required to quickly adapt to the new environment. Mater Hospital Brisbane's Emergency Department needed to manage multiple streams of care, including COVID-19 screenings and the treatment of emergency patients with COVID-19 symptoms, whilst continuing to deliver 24 hours-a-day emergency care to non-COVID patients. Mater's ICU team needed to be prepared for treating COVID-19 and non-COVID patients.

In March, Mater's ED team established a novel 'racetrack-design' COVID-19 screening clinic, along with an external COVID-19 screening station outside the ED to manage 'walking well' tests.

Inside the ED a series of single room isolation zones have been created and the department's short-stay ward has also been modified to care for admitted patients with COVID-19 symptoms in isolation.

Mater Director of Emergency Medicine Dr Greg Treston said the ED's redesign had continued to evolve with the changing nature of the pandemic.

"We have had to adapt and innovate with expediency," Dr Treston said.



*We have had to adapt and innovate with expediency.*



"Utilising the space we have available to us, we have designed several new modes of care delivery to ensure we can treat all emergency patients effectively and safely—whether they are suspected COVID-19 cases or not."

In ICU a Tactical Command Team was quickly established and by early April the team had formulated a robust strategy. Mater Hospital Brisbane ICU became Mater's designated COVID-19 unit, while Mater Private Hospital Brisbane ICU took over management of all non-COVID patients to facilitate patient flow and ensure safe and efficient care delivery to COVID and non-COVID patients.

In the designated COVID-19 unit our Engineering and Building team worked to create safe and functional spaces for staff to don and take off PPE correctly. The unit's air-conditioning system was also upgraded, enabling negative pressure airflow to minimise aerosol transmission of airborne viruses.

Additional equipment, including state-of-the-art ventilators and respiratory support devices, was procured, along with appropriate stores of PPE to prepare for possible surges in caseload.

## Telehealth: growing our service

The pandemic has catapulted the role of telehealth into a new stratosphere, with remote healthcare helping to minimise the risk of COVID-19 transmission and maintain access to services across a range of disciplines.

Mater is the largest provider of telehealth services to public outpatients in Queensland.

This year we have expanded many of our already established telehealth services, while creating new initiatives to meet growing community need.

Gynaecology is an area where telehealth allows Mater to provide specialist consultations to women living all over the state.

Mater Gynaecologist Dr Luke McLindon now provides 90 per cent of his public consults through telehealth, managing a range of gynaecological conditions among women based in rural and regional locations, as well as many living in Brisbane.

Dr McLindon said utilising telehealth had broadened his reach as a medical professional, while providing patients with the added convenience of having consultations from the comfort of their own homes.

"We are giving our patients more choice and flexibility," Dr McLindon said.

"In a number of ways we are also achieving greater connectivity with other medical professionals,"

"Through telehealth we can easily connect with a patient's GP if further consultation is needed. By using multiple screens we can have more than one healthcare provider in a discussion."

Follow-up care after major surgery has been revolutionised by Mater's telehealth capabilities.

After travelling 1300 km from her home in Townsville to the Mater Centre for Neurosciences at South Brisbane for brain surgery, epilepsy sufferer Hayley has been able to receive ongoing support with her recovery at home.

Via telehealth she has undergone cognitive and other progress assessments with the Mater neurosciences team and has even undertaken a virtual driving test.

Mater Neurology Nurse Practitioner Peter Jones said these remote appointments had allowed Hayley to recover at home without the need for her to travel back to Brisbane for follow-up care.

"At every stage we have been able to monitor Hayley's progress, giving her the confidence of knowing how well she is doing and the motivation to keep up with her rehabilitation," Peter said.

Six months on from her surgery in Brisbane Hayley is seizure free and doing well.





# Delivering hospital care in the home

Mater's Hospital in the Home (HITH) service has rapidly expanded to ease pressure on in-hospital services and protect vulnerable patients with chronic conditions during the pandemic.

The service's nursing team has doubled since the pandemic began to deliver in-home care to both non-COVID patients and COVID-positive patients.

During peak periods in the ongoing crisis Mater HITH has met demand created by increased referrals from haematology, respiratory, inflammatory bowel disease, and cancer care services.

Respiratory and Cystic Fibrosis Nurse Practitioner Bec Keating said COVID-19 had prompted Mater's HITH to think 'even further' outside the box when it comes to service delivery.

"Having seen a significant drop in attendance rates to clinical appointments, we have harnessed the opportunity to educate patients and their families on how care can be delivered in the home and provide them with a broader range of services at the same time," Bec said.

Observing more patients in their home environment has also delivered valuable insights.

"There is so much to be gained from seeing what goes on for our patients beyond a clinical setting," Bec said.

"This has helped us to further tailor our services to suit each patient's individual needs."



Mater at Home Nurse Unit Manager Jen Byrne said the crisis had highlighted how effectively the HITH model, which is available to both private and public Mater patients in South East Queensland, can be adapted for various patient cohorts.

"Our pandemic response has reinforced HITH's potential to be expanded further in a post pandemic environment," Jen said.

# Mater Rockhampton steps in with aged care support

Mater Private Hospital Rockhampton was COVID-19 response-ready when a number of aged care residents required accommodation after a nurse at their local aged care facility tested positive for the virus.

Working closely with Queensland Health and

other local healthcare providers, Mater Rockhampton helped to facilitate the safe and comfortable transfer of the aged care residents.

Queensland's Chief Health Officer Dr Jeanette Young said the decision to move the residents had helped ensure there was no spread

of COVID-19 inside the aged care facility and she commended all involved on their responsiveness to the situation.

After spending three weeks in Mater's care, the residents were safely returned to their aged care facility.



# Supporting doctors from refugee backgrounds

The process of accreditation for International Medical Graduates (IMG) wanting to work in Australia is both challenging and costly.

These issues are amplified for IMGs from refugee backgrounds.

Mater is working with the Refugee Health Network Queensland to help overseas-trained doctors who arrive in Australia as refugees find a pathway to practising medicine again.

Mater Refugee Health Service Director Donata Sackey said as well as struggling to overcome the hurdles of rigorous medical examination and English testing, IMGs from refugee backgrounds often had difficulty meeting recency of practice requirements and securing opportunities for mentoring and training.

"For a refugee fleeing their country there is little opportunity to collect important documents," Donata said.

"Mater has recognised this as an unmet need in the community. These doctors need help to find and secure pathways to accreditation through observerships and tailored mentoring and training.

This year Mater supported two doctors from refugee backgrounds during their accreditation process.

Dr Manal Aqrave, an anaesthesiologist with 20 years' experience, fled her home country of Iraq to escape ISIS rule.

When she arrived in Australia she struggled to secure any kind of hospital role due to her lack of local experience until Mater offered her an observership position where she spent time in the emergency medicine, infectious diseases and anaesthesia settings.

"I felt very supported," Manal said.

"The Mater team even helped me by holding interviews in preparation for the real thing," she said.

Dr John De La Croix Butoyi, who arrived in Australia from Burundi in East Africa, was also offered an observership position at Mater.

"The staff were very welcoming and supportive and I immediately felt like I was part of the team," John said.

After completing their observerships both doctors secured hospital positions at Redcliffe Hospital.



# Education to meet new challenges

Mater's expertise in education has been front and centre as we have responded to the COVID-19 crisis.

Mater Education—Queensland's only nationally accredited, independent hospital-based Registered Training Organisation—has been developing and delivering a range of new training programs tailored to meet the needs of both clinical and non-clinical areas in this new operating environment.

These include face-to-face COVID-19 preparedness training and e-learning modules covering PPE, infection control and hand hygiene for thousands of clinical staff, along with the rapid upskilling of medical staff who have been redeployed to our emergency and ICU departments to manage new pressure points.

Mater Education has rolled out a dozen highly-nuanced process-testing simulations across Mater Mothers' Hospitals and the Mater Hospital Brisbane to predict patient flows and help to align regular service delivery with the management of COVID-19 patients.

Another area of focus has been the upskilling of hundreds of Mater nurses to support critical areas in our hospitals, such as ICU, emergency, medical and surgical wards, cancer care and Mater's Hospital in the Home service.

"A digital-first approach to training, with sophisticated yet practical simulation and immersion, combined with a staff wellbeing and psychological safety focus has been our top priority," Mater Education Head of Learning and Development Katherine Jackman said.

"Courage, compassion, competence and capability were our educational principles during this time and Mater People have risen to the occasion," she said.



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## Investigating the impact of COVID-19 on Queensland babies

A Queensland-first trial that will assess the impacts of COVID-19 on expectant parents and their babies is taking place at Mater Mothers' Hospitals, supported by a \$500 000 donation from the Lott, via Golden Casket.

The research project will track 300 families, assessing their physical and mental health through pregnancy and at birth and is part of the Queensland Family Cohort Study.

Mater Research Professor Vicki Clifton, who leads the project, said it was important to capture data from both expectant mothers and fathers, as well as their babies during this once-in-a-lifetime pandemic.

"We know from previous research undertaken at Mater which investigated the impacts of the 2011 floods that you don't need to be directly affected by a crisis to have increased stress hormones in your system," Professor Clifton said.

"This can affect the placenta and changes can occur in the developmental profile of the baby.

"Many of the families we have recruited during the pandemic are experiencing stress, whether that's financial strain due to losing their jobs or the emotional stress that comes with being uncertain about the future."

The project seeks to evaluate how these impacts influence a child's development up until they are school age.

The research forms part of a broader study, known as the Queensland Family Cohort Study, which began in 2018 with the aim of determining how a baby's health and exposure in early life influences the onset of disease in the future.

Data collected from the families impacted by COVID-19 will be compared to data collected from study participants recruited prior to the pandemic.

This data will help to inform improved clinical practice guidelines and provide tailored social support for families.

"It's support like this from Golden Casket that allows us to pursue this necessary research which has the capability of improving outcomes for families across the country," Professor Clifton said.

From as far back as 1921, Golden Casket has helped fund important health initiatives and in 1991 established a long-lasting relationship with Mater focused on improving the health of Queensland children and families.





# Our commitment to excellence



## Queensland's first surgery for ovarian cancer

When Mavis started having stomach pains in 2018 she didn't think much of it.

Apart from what she describes as non-specific pain in her stomach and under her ribcage, she had no other symptoms.

However, following a trip to her doctor in Townsville and a CT scan Mavis was given a frightening diagnosis: she had stage-three ovarian cancer, with tumours also located in her peritoneum, bowel, liver and diaphragm.

At this advanced stage the cancer was considered inoperable.

Mavis underwent a nine-week course of chemotherapy to try to reduce the tumours, in the hope that surgery might be possible.

When her body responded well to the treatment and the tumours shrank significantly she became the first candidate in a novel ovarian cancer therapy trial being undertaken by Mater's Gynaecological and Oncology service.

Hyperthermic intraperitoneal chemotherapy (HIPEC) employs highly concentrated, heated chemotherapy delivered directly into the abdomen immediately following surgery.

The raised temperature and delivery into the abdominal cavity is designed to improve the chemotherapy's absorption and destroy any microscopic cancer cells that remain.

Mater's HIPEC trial was prompted by a seminal study of the therapy in the Netherlands which showed improved survival rates for ovarian cancer patients.

Mavis' surgery with HIPEC, undertaken at Mater Hospital Brisbane, lasted for 10 hours. She was then in ICU for three days.

"My whole body was so blown up and I was attached to so many machines and tubes I was unrecognisable," she said.

"For anyone going through this I would say, it is overwhelming but have faith in your surgeons."

Following her surgery Mavis returned home to Townsville where she underwent another nine-week course of chemotherapy.

Her health improved very slowly but now, a year on, her three-monthly check-ups continue to return positive results.

Today she is considered to be in remission.

"I am so grateful for the opportunity this treatment has given me," Mavis said.

"HIPEC is not a cure but it has given me the greatest gift, the gift of more time with the people I love."



*I am so grateful for the opportunity this treatment has given me*





## Mater's HIPEC trial for ovarian cancer

Mater Gynaecological Oncology Service lead clinician Professor Lewis Perrin said a multidisciplinary approach to surgery and perfectly-executed after-care is critical to the success of HIPEC.

"This includes the surgical team's planning and decision-making before surgery, coordination of everything that happens in the operating theatre—including multiple

surgeons working on the patient over several hours—and then the detailed after-care that involves specialised nurses and allied health practitioners," Professor Perrin said.

To date the team has successfully performed surgery with HIPEC on 17 patients with advanced ovarian cancer.

## Clinical trial tests new agent for ovarian cancer detection

Every day in Australia four women are diagnosed with ovarian cancer and three will go on to die from the disease.

Mater's Ovarian Cancer Research Collaborative (MOCRC) is on the cusp of a research breakthrough involving PET-CT imaging that could improve early detection of the most common and lethal form of ovarian cancer, high-grade serous carcinoma.

Mater researcher Professor John Hooper and his team, based at the Translational Research Institute (TRI), have received a funding grant of \$1.9 million from the Medical Research Future Fund to progress their promising pre-clinical research.

The team will trial a specialised radioactive tracer developed by Professor Hooper that builds on traditional PET-CT imaging testing for disease in the body.

While traditional PET-CT imaging relies on injection into patients of radioactive sugar that accumulates in tumours and any normal cells that are growing, Professor Hooper's tracer employs a 'Trojan Horse'-style approach, whereby the radiation is delivered specifically to cancer tissue.

Pre-clinical results show the tracer is able to detect very small tumours in preclinical models that mimic disease burden in patients.

When injected into the bloodstream, the tracer selectively accumulates in ovarian cancers. PET-CT imaging then detects the radiation emitted by the tracer to define the anatomical location and size of the tumour.

"Our pre-clinical work used cells taken from patient tumours, so we were very encouraged to see such clearly defined tumours detected using this new technology," Professor Hooper said.

The pre-clinical research was undertaken in collaboration with local, national and international researchers from the Royal Brisbane and Women's Hospital, Commonwealth Scientific and Industrial Research Organisation (CSIRO), The University of Queensland, Monash University, Queensland University of Technology (QUT) and the Mayo Clinic and the results were recently published in the prestigious international journal *Theranostics*.

MOCRC's clinical trial of the tracer, likely to begin in early 2022, will test whether these encouraging laboratory results can be mirrored in patients.

## Patients highly rate Mater experience

During the past two years Mater has overhauled its approach to gathering feedback from patients on their experience.

After identifying a need for greater agility in our feedback processes we embarked on developing a series of customised 'experience surveys' that seek patient feedback on the specific services provided at Mater. These tailored surveys are dispatched to patients following a hospital or health service interaction.

All patient feedback received is integrated into Mater's electronic systems for measuring and monitoring performance and this information provides clinicians and managers with deeper insight into the patient care environment from a patient's perspective.

Each month managers review all experience feedback submitted by patients, enabling them to raise issues with staff and, in cases where patients have taken the time to acknowledge outstanding care, recognise individual members of their team.

If a serious issue is flagged in a survey, managers can immediately raise this with staff, while the patient is offered a direct connection to our 'Patient Representative' to discuss the issue in further detail.

This year 98 per cent of patients rated their care at Mater as 'good' or 'very good' and 84 per cent of patients were likely to recommend Mater to family and friends.

## Providing nutrition solutions to improve patient outcomes

Malnutrition is a common issue in acute care settings. On average, 40 per cent of patients being cared for in acute hospitals are at risk of the condition due to pre-existing nutritional deficiencies or as a result of their illness, treatment and complications.

This year Mater launched Australia's first hospital software system designed to help clinicians quickly identify, assess and manage patients at risk of malnutrition. Malnutrition Management Solution monitors the nutritional intake of every patient at every meal during their stay, calculating the nutritional adequacy of each individual's care plan and highlighting for clinicians those patients at risk of malnutrition.

Mater Director of Dietetics and Food Services Sally

McCray said the system has helped Mater's team of dietitians to streamline their workflow and ensure early intervention that lowers other health risks such as pressure injuries, infections and falls and reduces a patient's length of stay in hospital.

"When our dietitians begin each day, they can clearly see which patients need immediate attention and can implement a personalised nutrition care plan for them quickly and efficiently," Ms McCray said.

The creation of Malnutrition Management Solution was a collaboration between Mater's dietetics and food services team, the data analytic team and international software vendor CBORD.



New mothers and their partners have said the hotel stay made the first days with their baby all the more relaxed and special.



## Enhancing the maternity experience



Maternity care is evolving and at Mater Mothers' Private Brisbane parents can now spend their first days of bonding with their new baby in a luxurious setting away from hospital.

This year Mater Mothers' Private Brisbane launched Mater Moments at Emporium Hotel South Bank, a new package available as an option through the hospital's Caring Continues program.

Caring Continues is an initiative designed to offer women who are well enough to leave hospital, support and a little luxury in the days following their birthing experience. The Mater Moments at Emporium Hotel South Bank package is a two-night boutique hotel stay including hospital

transfer, tailored room service meals, daily visits from a Mater Mothers' midwife and the security of having a Mater Mothers' midwife on call at the hotel 24/7.

Since being launched the package has received glowing reviews.

New mothers and their partners have said the hotel stay made the first days with their baby all the more relaxed and special.

Other packages in the Caring Continues program include tailored at-home visits from a Mater Mothers' midwife and baby product and meal delivery bundles.



## Mater Education supports nursing training in Townsville

Mater Education's vocational offerings continue to grow and this year marked the first intake of students in Townsville for the popular Diploma of Nursing program.

The newly-established Mater Education campus at Mater Private Hospital Townsville accepted almost 30 students including three Indigenous Scholarship students in January 2020 as its first cohort for the 18-month Diploma course.

The new offering is delivered onsite at Mater Private Hospital Townsville and will provide local students a rare opportunity to gain contemporary, clinical knowledge in a real hospital environment with hands-on learning and immersive simulation teaching.

Sarah Hughes, Mater Education Lead Educator—Townsville, said she was excited to welcome such a diverse student cohort.

"We have a great mix of both school-leavers and mature-aged students, many of whom have had prior experience in care and community services."

"We are focussed on the quality of our graduates, providing the best curriculum and clinical learning experiences available and providing an unparalleled level of support."

Townsville's first cohort were challenged to apply their learned skills and knowledge to real-world cases and found themselves in training placements in rural hospitals, aged care facilities and clinical units.

The network of placements Mater has established in North Queensland is designed to support regional and rural healthcare delivery while giving students a wide variety of training experiences.

The Mater Education Diploma of Nursing program arms students for nursing in a range of specialities including acute surgical care, aged care, rehabilitation and maternity care. Simulation training, an area of medical education for which Mater is renowned, is a key element of the program.

## Deadly Start grows Aboriginal and Torres Strait Islander health workforce



Mater Education has partnered with Metro North Hospital and Health Services (MNHHS) and Australian Training Works (ATW) to deliver the Deadly Start School Based Traineeship program.

Created by MNHHS, Deadly Start is a workforce development initiative designed to increase health-related training and employment opportunities for Aboriginal and Torres Strait Islander high school students.

Students undertaking the program gain a nationally recognised HLT23215 Certificate II in Health Support Services through Mater Education.

Upon completion of the Certificate II, students are employed by ATW in a paid school-based traineeship and go on to acquire a Certificate III through MNHHS in either Nursing, Patient Support Services, Dental Assisting, Health Administration, or Allied Health.

Where students pursue a Nursing, Allied Health or Patient Support Services traineeship, Mater Education continues to deliver training through a Certificate III in Health Support Services or Certificate III in Allied Health Assistance.

MNHHS Project Officer Natalie Fraser said the program will be instrumental in building stronger Aboriginal and Torres Strait Islander representation in the health sector.

"We don't have enough of our mob working in health and this program has the capacity to provide a clear pathway into employment and/or further education in health-related fields," Natalie said.

This year 29 students took part in the Deadly Start program. A target of 60 trainees has been set for 2021.



## Investigating social frailty and ageing well

Mater Research, in partnership with The University of Queensland, is investigating factors that contribute to social frailty and how we can address these in adults to improve ageing.

Social frailty is described as a continuum of being at risk of losing, or having lost social resources, social behaviours and activities and the ability to self-manage.

The five-year Queensland Multidisciplinary Initiative for Neurocognitive Disorders (QLD MIND) Project is being funded by the Australian Research Council.

The project's team of researchers who specialise in treating neurocognitive difficulties will explore how age and age-related changes can affect a person's ability to perceive, interpret and process social information and then investigate how these factors impact on an individual's resilience levels.

The research takes an interdisciplinary approach, integrating the skills and expertise of psychologists working in developmental and social psychology, as well as clinicians working in the fields of geriatrics, allied health and neuroscience.

Professor Liisa Laakso from Mater Research is one of the project's lead researchers.

She said a key goal was to identify ways to encourage successful and healthy ageing.

"Enhancing older adults' resilience to social frailty will generate significant benefits, including greater independence of ageing Australians, and will reduce the burden on health and welfare support infrastructure," Prof Laakso said.

"Understanding the factors that predict social frailty is the first fundamental step in addressing the threat to successful ageing.

"This project will provide critically-needed, evidence-based information to make a meaningful difference into how our generations age into the future."

The project's research will be used to design tailored resources and tools to combat social frailty risks and boost resilience.

# Mater partners with QUT to establish breast cancer biobank

A new breast cancer biobank is helping Mater researchers fast-track identification of novel targeted treatments

Mater partnered with Queensland University of Technology's Institute of Health and Biomedical Innovation (IHBI) this year, to establish the unique biobank at Mater's South Brisbane campus.

The biobank receives surplus breast tissue donated by Mater breast cancer patients when they undergo surgery. Mater researchers are then able to use these 'live' tissue samples in their pre-clinical testing of breast cancer treatments.

Mater's Director of Pathology and biobank co-director Dr Cameron Snell said the biobank was the only one of its kind in Australia, with the ability to conduct pre-clinical experiments on live tissue samples and determine if a particular cancer will respond to individual treatments.

"It takes us just 60 minutes for tissue to be retrieved from surgery, transported to the Mater Pathology lab and then be ready for one of our researchers to work on," Dr Snell said.

More than 1000 women are treated for breast cancer at Mater each year.

Queensland University of Technology's Institute of Health and Biomedical Innovation (QUT's IHBI) Biobank co-director Dr Laura Bray, said the tissue samples were a

"precious resource" that could give Mater's research teams new insights into the distinct differences between individual cancers.

"No two cancers are the same, even if they are the same subtype, and we need to know more about them," Dr Bray explained.

Mater patient Jane Andersen, who is now in remission from triple negative breast cancer, said the potential for researchers to develop targeted breast cancer treatments thanks to the biobank was exciting.

"I had triple negative breast cancer and there is a lot we don't know about this type of cancer. Improved targeted treatments are needed," Jane said.

"This gives hope to breast cancer patients like me as it is improving the way researchers do their life-saving work."





# Mater Research grant success

In the 2019/2020 financial year, Mater Research recorded some significant successes in securing grant funding for key projects



## \$3.42 million

A \$3.42 million Medical Research Future Fund (MRFF) grant was awarded to Mater Senior Specialist in Maternal Fetal Medicine/Obstetrics and Gynaecology at Mater Mothers' Hospital Professor Sailesh Kumar to undertake a large Australia-wide study into fetal distress.

Lack of oxygen during labour can lead to fetal distress which can cause brain injury in babies leading to significant early and late complications, including cerebral palsy. It can also be associated with poor neonatal outcomes, even in previously uncomplicated pregnancies.

**Professor Sailesh Kumar** wants to see this change.

"In the forthcoming phase III trial we will evaluate if Sildenafil improves neonatal outcomes by reducing the risk of fetal distress during labour.

"This a major area of unmet need."

**This is a major area of unmet need**

# Mater also received \$6.6 million

from the National Health and Medical Research Council (NHMRC) for five diverse projects



**Professor Jean-Pierre Levesque's**

Professor Levesque is seeking to discover the mechanisms of neurogenic heterotopic ossifications following spinal cord injuries to inform the development of effective treatments.

Principal Research Fellow Professor Jean-Pierre Levesque's project to develop treatments for spinal cord injuries also attracted funding support.



**Dr Sandra Richardson,**

Mater Research Career Track Fellow Dr Sandra Richardson was awarded grant support for her investigation of the invisible impact of mobile DNA activity during human development in pregnancy loss.



**Professor Sumaira Hasnain**

Senior Research Fellow and Group Leader of the Immunopathology Research Group Associate Professor Sumaira Hasnain received a grant to progress her study of liver targeted Interleukin-22 for the treatment of non-alcoholic steatohepatitis.



**Dr Adam Ewing**

Dr Adam Ewing, who leads the Translational Bioinformatics Group, secured a Medical Research Future Fund Investigator Grant from the NHMRC for his project researching the history of the human genome and the mechanisms of genomic disease.

Supporting its own researchers, Mater Research awarded a grant of **\$20 000** to Senior Research Fellow **Dr Camille Guilleroy** to focus on the design of better immune-based treatments for blood cancer patients.

Since 2017 Mater has been working to close the gender gap that exists in research and academia through its Strategic Grants for Outstanding Women program. The

grants provide a flexible injection of funds to substantially support women with demonstrated research excellence who may otherwise face disadvantage in their field due to career disruption and/or gender associated barriers.

Mater Research Strategic Grant for Outstanding Women is proudly funded through Mater Foundation's generous donors and supporters.







Over that time the nursing and medical staff became a pseudo family for us



# Care inspires family's gift

When Miriam Moreton went into premature labour at 26 weeks in 2009 she and her husband Rob were living in the regional Queensland town of Gladstone.

"It was scary," Miriam recalls.

"We were first-time parents and hadn't really thought through all of the things that could go wrong. Suddenly we were faced with 'what is going to happen if we can't access specialist help?'," she said.

Miriam was airlifted 400 kilometres to Mater Mothers' Hospital in Brisbane, where she and her pre-term baby received life-saving care.

"It was touch and go," she said.

"I went into labour three times over the next eight weeks and each time the experts at Mater managed to keep my baby in the womb.

"Over that time the nursing and medical staff became a pseudo family for us," she said.

When her son, Stirling, was eventually born at 34 weeks his lung function was strong. He was discharged from Mater's Neonatal Critical Care Unit within a few days and at the time was the youngest child ever discharged from Mater.

Today, Stirling is a happy and healthy 11 year-old.

To his parents he is a living miracle—a precious example of what advanced neonatal care and ongoing research into maternal fetal medicine can achieve. Which is why Miriam and Rob decided to add Mater to their will.

"We included Mater in our will so others can be as lucky as we are.

"We want to support research that will save more lives, and by making this commitment, Stirling gets to see his own legacy translate into supporting the care Mater gives to patients," she said.



# Serving our community





## RACQ International Women's Day Fun Run raises record-breaking \$1 million for cancer research

An expansive sea of pink wound through Brisbane on 8 March 2020, for the 29th RACQ International Women's Day Fun Run, raising a record-breaking \$1 million in support of patients being treated for breast cancer and funding life-saving research.

More than 15 000 people took part in Mater Foundation's largest community event—held on International Women's Day—which showcased a brand-new course starting at the Brisbane City Botanic Gardens, and taking participants along the iconic Kangaroo Point cliffs, the Story Bridge and Howard Smith Wharves.

Funds raised go to the Mater Chicks in Pink program to provide tangible support services for patients undergoing breast cancer treatment at Mater and help fund life-saving research programs at Mater Research to better understand and treat breast cancer in the future.

Dr Patricia Carreira is one of Mater's breast cancer researchers and receives funding through a fellowship from Mater Foundation.

"My research focuses on trying to understand and find new ways to assess the prognosis of tumour samples in breast cancer," Dr Carreira said.

"The goal of my research is to identify better treatment solutions for cancer patients.

"I am using jumping genes in our genome and trying to understand the aggressiveness of tumours.

"The support Mater Research receives through fundraising events like RACQ International Women's Day Fun Run helps people like me continue my research and answer the questions I am passionate about."

Breast cancer is the most common cancer diagnosed in women, with one in seven Queensland women developing breast cancer in their lifetime.

### Mater Foundation expresses sincere appreciation for the charitable bequests received from the following.

- Estate of **Douglas Aitken**
- Estate of **Winifred Allen**
- Estate of **Joseph Camilleri**
- Estate of **Allen John Collinge**
- Estate of **William Thomas Hickey**
- Estate of **Gladys Margaret Jordan**
- Estate of **Frances Long**
- Estate of **Donald McKnight**
- Estate of **Mary Jane Rouse**
- Estate of **Mary Joan Adrienne Russell**
- Estate of **Josef Steindl**
- Estate of **Noel Leslie Ware**
- Estate of **Leslie Errol Yuke**
- Estate of **Felice Zaccari**
- Qld Community Foundation**
- Qld Community Foundation – **Lutvey Trust**
- Qld Community Foundation – **Rowe Trust**
- Perpetual Trustee Company Limited as Trustee for **T. Weston / M. Morrison**

## Jane's breast cancer experience inspires her to give back

Jane Anderson knows just how important Mater Chicks in Pink is to women battling breast cancer: a few years ago, she was one of them.

Despite falling into the low-risk category for breast cancer (Jane had no family history and had delivered, and breast-fed three children), at 33 she found a lump on her breast while showering and was diagnosed with triple negative breast cancer.

Triple negative breast cancer accounts for around 15 per cent of breast cancers and is considered aggressive as it is fast-growing and more difficult to treat than other breast cancers.

While Jane underwent nine months of treatment at Mater she was supported in countless ways by Mater Chicks in Pink.

Central to this support was breast cancer nurse Jen Dalton.

"When my husband and I met Jen for the first time, she was amazing," Jane said.

"She was a wealth of knowledge and explained everything in ways that we could understand. Jen gave me advice, not only as a patient but also as a parent, and she provided emotional support to my husband.

Cancer brings with it many challenges, but the mental battle was the most difficult, according to Jane.

"Trying to stay positive while looking after my children was hard," she said.

"At times I didn't know how I was going to manage all of my treatments on top of being a mum and maintaining a somewhat normal life.

"Jen's support was invaluable. She was genuine, nurturing, caring, sympathetic, empathic, loving—everything that a breast care nurse should be."

Jane's treatment and recovery went well and on 26 April 2018 she was declared cancer-free.

Since then she says she embraces life at a slower pace and finds joy in 'the little things'.

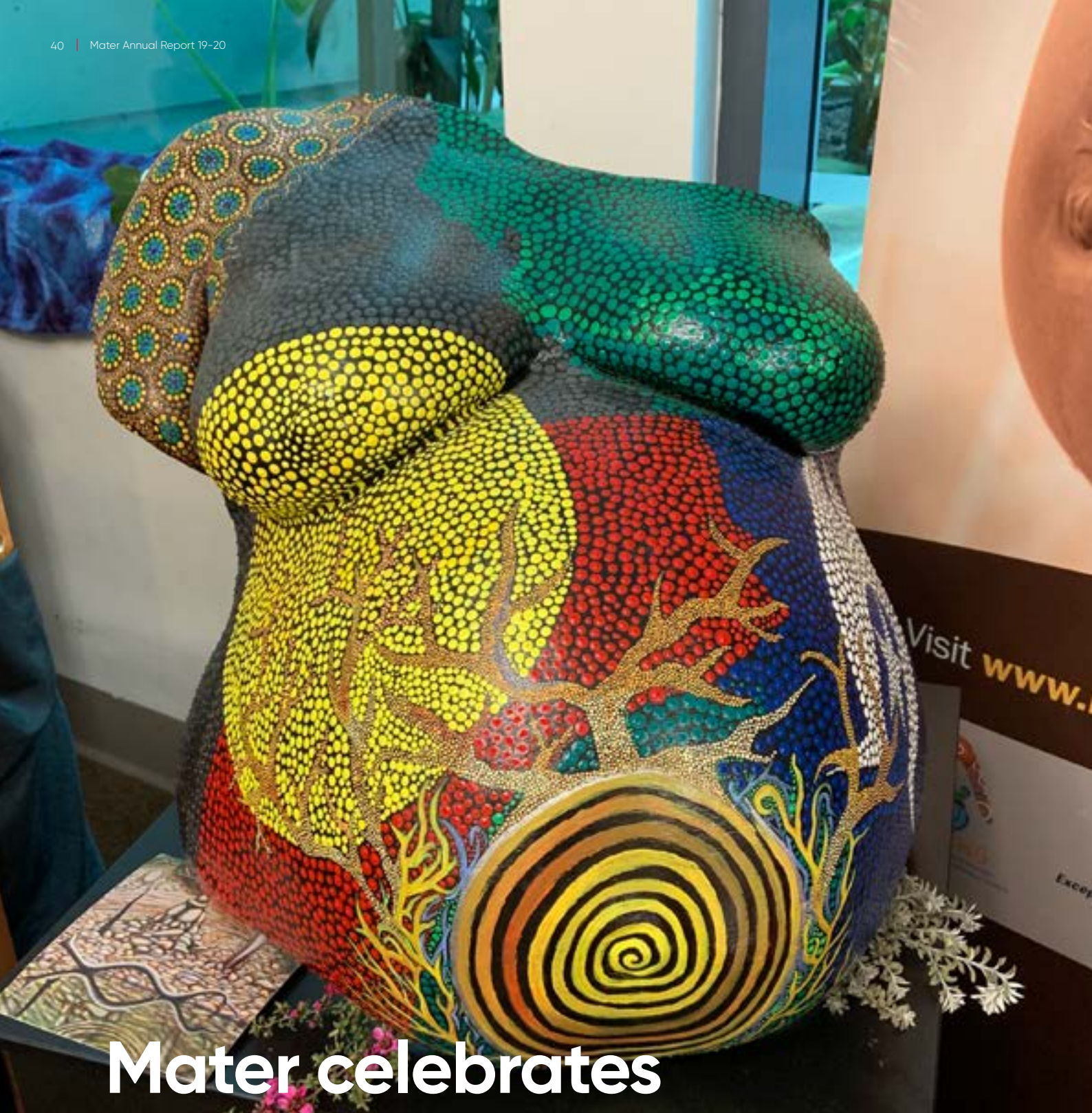
She also devotes time and energy to raising money for Mater Foundation through the various Mater Chicks in Pink fundraising activities

This year Jane and her family raised more than \$5000 for Mater Chicks in Pink by participating in the RACQ International Women's Day Fun Run.

"The care I received was amazing, especially from my breast care nurse and Mater Chicks in Pink. I think it's important for women who are going through this to know they are not alone and there is support available," Jane said.







# Mater celebrates NAIDOC Week

From 7 to 14 July, Mater People came together to celebrate NAIDOC Week and recognise the Aboriginal and Torres Strait Islander cultures and the contributions of Indigenous Australians to our country and society.

Mater People were invited to join Mater's Aboriginal and Torres Strait Islander Liaison team, invited Elders and community members in a celebration featuring songs from

the Malu Kiai Mura Buai Torres Strait Islander dance group.

The event was also an opportunity to showcase the Making Memories exhibition, the beautiful transformation of our Aboriginal and Torres Strait Islander mothers and their families through the creation of painted pregnant belly, hands and feet casts.

## Our volunteers

Mater volunteers contribute unique skills and life experience across all areas of the organisation, including our hospitals and non-clinical departments.

Whether it be offering companionship and support, a cup of hot tea, escorting patients or friends and family through the campuses or providing administrative support for staff, every volunteer at Mater contributes directly to making sure patients and their families receive exceptional care.

Our volunteers come from a range of backgrounds and are aged from 18 to 86.

Mater Senior Manager of Volunteers Judy Johnson described the contribution volunteers make as unique and special.

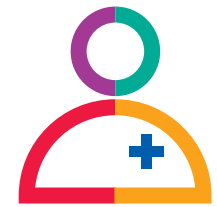
"Every day our volunteers are responsible for moments of kindness and support that help shape the experience Mater patients and their families have in our care," Judy said.

In 2020 Mater's volunteers stepped up to the challenge of COVID-19 once it was safe for them to return.

"Our volunteers were amazing, offering their support where it was needed including screening the public at the entrances to ensure all our patients and staff were kept safe. That demonstrated their real commitment to Mater and the community we serve," Judy said.



*Our volunteers were amazing, offering their support where it was needed including screening the public at the entrances to ensure all our patients and staff were kept safe. That demonstrated their real commitment to Mater and the community we serve*



Greeted and supported **9796 patients** at the front entrance to Mater Hospital Brisbane.



Volunteers contributed more than **82 000 hours** every year at Mater.



Cheered up **1356 patients** with a dog visit



Transported **3800 in-need patients** to and from Mater



In 2019 Mater volunteers performed more than **10 000 hand and foot massages** for patients across Mater



# Celebrating our Mater community



## Long Service Awards

Congratulations to all recipients of a Mater Long Service Award, presented at a special ceremony on 19 September. Approximately 540 Mater People who reached 10, 15, 20, 25, 30, 35, 40 and 45 years of service were

acknowledged for their contribution and commitment to Mater and our Mission.

45 years



40 years



35 years



30 years



25 years





# The Year of the Nurse and the Midwife

More than 4000 Mater nurses and midwives across Queensland offer compassionate care to the most vulnerable in our community, day and night. With the generous support of Mercy Super, we paid tribute to our midwives and nurses,

on 12 May—the bicentenary of the birth of Florence Nightingale—gifting each one with a commemorative '2020 International Year of the Nurse and the Midwife' lapel pin, chocolates, cake and a special message of thanks from the Executive team.



# Central Queensland celebrate their new brand



Mater Private Hospital Bundaberg and Mater Private Hospital Townsville both unveiled the new Mater brand, as the first significant visible step in our coming together across Queensland.

We now share a consistent, contemporary presence to better represent the stronger, broader Mater ministry to ensure we continue to deliver on our shared Mission.

In Townsville Mater CEO Dr Peter Steer and Executive Chair Francis Sullivan joined Gerry Wyvill from Mater Private Hospital Townsville at a business breakfast to introduce the new brand and future plans for Mater in the region, before joining Mater People at a sign-unveiling event at the Pimlico campus.

# Helping Mater People thrive

Mater is passionate about supporting staff wellbeing and has a range of programs to support our Mater People, including:

## Thrive with Mater

delivers staff-focused events and resources designed around four key themes of My Work, My Wellbeing, My Contribution and My Future to engage, empower and support Mater People to be their best.

## MyMater Learning

is Mater's new digital learning platform delivering contemporary, accessible and flexible education for Mater People.

## Speaking With Good Judgement

provides an organisation-wide communication framework for voicing concerns challenging assumptions and providing feedback.

## PeerTalk

is an evidence-based initiative developed in partnership with Australia's Cognitive Institute and gives all Mater People a safe and supportive avenue for reporting unprofessional behaviour or actions.

# Celebrating Mercy Day

Every year on Mercy Day (24 September) we celebrate our identity and the legacy of compassion and care that our founders, the Sisters of Mercy, have passed on to us. This year, the focus of the day was to acknowledge someone who demonstrates Mercy in action every day, whether that was sharing a message of thanks via the intranet, Mercy Day card or handing an individual or team member a certificate of appreciation.





# Our governance

## New Mater Board and Executive team

Since his appointment as Foundational Executive Chair of Mater in July 2019, Francis Sullivan has overseen the establishment of a single Board of governance for the organisation.

The united Mater is governed by our Board of Directors and the Mater Executive.

Their collective leadership and expertise has been sourced to guide the direction of our organisation and ensure we stay true to our overarching Mission and Values.

## Mater Board of Directors

Our Board is comprised of highly-experienced professionals with diverse backgrounds and interests. Each has extensive experience guiding organisations through critical phases of change. Their combined knowledge and skills equip us with the vibrant and cohesive leadership needed to successfully integrate the fields of health, education and research and extend beyond the traditional boundaries of healthcare.

**Mr Francis Sullivan AO**  
Executive Chair

**Ms Virginia Bourke**  
Director

**Mr Pat Brady**  
Director

**Mr Gerard Houlihan**  
Director

**Sr Sandra Lupi RSM**  
Director

**Ms Jenny Parker**  
Director

**Dr John Rivers**  
Director

**Laurence Rogencamp**  
Company Secretary

**Ms Virginia Ryan**  
Deputy Chair

**Ms Jane Yacopetti**  
Director

## Mater Executive team

Our Executive team is guided by a shared vision to meet unmet community need and driven by a relentless pursuit of innovation. This dual focus will ensure that we stay at the forefront of our industry and respond proactively to the ever-changing needs of our community.

**Dr Peter Steer**  
Chief Executive Officer

**Donna Bonney**  
Executive Director, Mater Education

**Toni Casey**  
Chief Risk and Assurance Officer

**Daniele Doyle**  
Executive Director, Mater Health

**Professor Maher Gandhi**  
Executive Director, Mater Research

**Ieuan Hyde**  
Chief Strategy Officer

**Madonna McGahan**  
Chief of Mission

**Sharron McMahon**  
Chief People Officer

**Ian Wright**  
Chief Finance Officer

**Alastair Sharman**  
Chief Digital Officer

**Lynne Sheehan**  
Executive Director, Residential Care and Community Services

**Nigel Harris**  
Executive Director, Mater Foundation



# Our performance 2019/20

The finance reports reflect the performance of Mater Misericordiae Limited South East Queensland for the financial year 2019/2020 prior to the legal merge with Mercy Health and Aged Care Central Queensland and Mater Health Services North Queensland on 1 July 2020.

## Mater

Financial Year  
2019/2020

Revenue	Amount (AUD)
Health services fees and funding	\$828 993 812
Grant funding	\$42 750 691
Sales of goods and services	\$123 709 943
Donation equipment, general or building	\$86 110 845
Rental income	\$9 634 698
Investment income	\$1 516 917
Other revenue	\$4 298 734
<b>Total</b>	<b>\$1 097 015 640</b>
Expenditure	Amount (AUD)
Labour costs	\$692 552 350
Direct (non-labour) costs	\$174 530 995
Indirect costs	\$157 306 968
Asset/financing charges	\$54 099 637
<b>Total</b>	<b>\$1 078 489 950</b>
<b>Net Surplus/(Deficit)</b>	<b>\$18 525 690</b>

## Mater Health

Financial Year  
2019/2020

Revenue	Amount (AUD)
Queensland Health funding	\$530 782 638
Grant funding	\$27 506 448
Patient fees	\$297 928 019
Sales of goods and services	\$117 987 212
Donation equipment, general or building	\$813 929
Rental income	\$10 357 517
Investment income	\$951 656
Other revenue	\$3 863 575
<b>Total</b>	<b>\$990 190 994</b>
Expenditure	Amount (AUD)
Labour costs	\$649 311 776
Direct (non-labour) costs	\$187 535 770
Indirect costs	\$97 831 921
Asset/financing charges	\$50 820 275
<b>Total</b>	<b>\$985 499 742</b>
<b>Net Surplus/(Deficit)</b>	<b>\$4 691 252</b>

## Mater Education

Financial Year  
2019/2020

	Amount (AUD)
<b>Revenue</b>	<b>\$10 179 990</b>
<b>Expenditure</b>	<b>\$8 888 335</b>
<b>Net Surplus/(Deficit)</b>	<b>\$1 291 655</b>

## Mater Research

Financial Year  
2019/2020

	Amount (AUD)
<b>Revenue</b>	
Grant income	\$4 050 678
UQ infrastructure funding	\$5 390 525
Commercial funding	\$8 869 801
Donations and bequests	\$16 732 553
Other income	\$269 486
<b>Total</b>	<b>\$35 313 043</b>
<b>Expenditure</b>	
Administration expenses	\$6 617 623
Research support expenses	\$8 883 663
Research and development expenses	\$19 025 608
TRI equity adjustment	\$2 355 750
<b>Total</b>	<b>\$36 882 644</b>
<b>Net Surplus/(Deficit)</b>	<b>(\$1 569 601)</b>

## Mater Foundation

Financial Year  
2019/2020

Distributions	Amount (AUD)
Capital works	\$ 36 963
Clinical programs and support	\$2 185 375
Education	\$352 961
Equipment	\$691 164
Mission	\$65 703
Research	\$14 227 806
<b>Total Distributions</b>	<b>\$17 559 972</b>

## Holy Cross Services

Financial Year  
2019/2020

	Amount (AUD)
<b>Revenue</b>	<b>\$22 608 630</b>
<b>Expenditure</b>	<b>\$23 302 236</b>
<b>Net Surplus/(Deficit)</b>	<b>(\$693 606)</b>

# Our performance 2019/20



# Mater Statistics

Financial Year  
2019/2020

Mater Hospitals	Patient Discharges	Patient Days	Theatre Cases*	Licensed Beds
Mater Private Hospital Brisbane	34 267	102 712	12 644	900
Mater Mothers' Hospital	21 770	46 289	3845	
Mater Mothers' Private Brisbane	9093	28 935	2356	
Mater Children's Private Brisbane	4581	7469	2214	
Mater Hospital Brisbane	53 978	104 614	9641	
Mater Private Hospital Redland	12 131	23 554	4442	60
Mater Private Hospital Springfield	12 338	20 496	7874	64
Mater Private Day Hospital Brookwater	4350	4350	N/A	N/A
<b>Total</b>	<b>152 508</b>	<b>338 419</b>	<b>43 016</b>	<b>1024</b>

\*Theatre cases excludes: Endoscopy, Minor Ops & Cath Lab cases

# Mater Statistics

Financial Year  
2019/2020

## Emergency attendances

Mater Hospital Brisbane	54 030
Mater Private Hospital Brisbane	14 268
<b>Total</b>	<b>68 298</b>

## Births

Mater Mothers' Hospital	6184
Mater Mothers' Private Brisbane	4000
Mater Private Hospital Redland	255
<b>Total</b>	<b>10 439</b>

## Outpatient Clinical Attendances

Mater Hospital Brisbane	206 169
Mater Mothers' Hospital	139 456
Mater Private Hospital Springfield	33 028
<b>Total</b>	<b>378 653</b>

# Community Benefit

In addition to providing high quality, safe, compassionate and sustainable healthcare, fulfilling Mater's Mission demands a planned approach to meeting community need through our community benefit response.

Mater's community benefit investment is a tangible expression of how we are fulfilling our duty and commitment to enact the key Catholic social teaching principles of respect for human dignity, preferential option for the poor and the common good. Through a range of community benefit programs, initiatives and activities, we work to make visible our commitment to good corporate citizenship and Catholic social teaching. This ongoing community benefit response comprises activities undertaken in direct response to an identified community need, and where the primary goal is not to bring a direct economic benefit to the organisation.

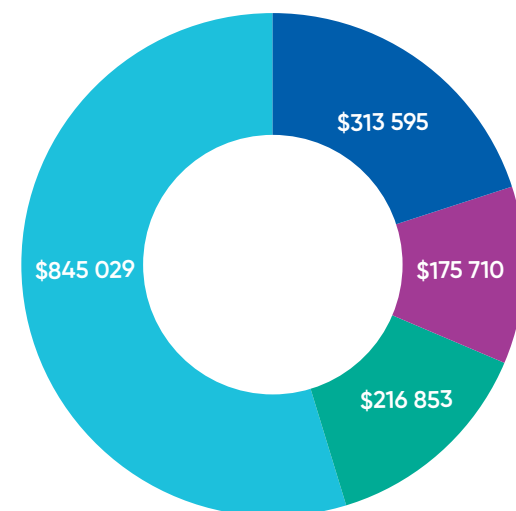
During 2019/2020 an ongoing focus on improving transparency of Mater's community benefit response has resulted in reporting against the following categories:

**Four key strategic areas in which Mater contributes are:**

1. People experiencing poverty associated with their health
2. Homeless healthcare
3. Aboriginal and Torres Strait Islander healthcare
4. Refugee healthcare.

Community benefit contributions	Amount (AUD)
Financial assistance such as planned free, waived and discounted services for those experiencing financial poverty	\$166 595
Community health improvement services	\$770 574
Health professions education activities or programs	\$173 664
Subsidised health services	\$2 975 182
Non commercial research	\$16 020 424
Cash and in-kind contributions	\$83 764
Community building activities	\$1 784 216
Community benefit administration	\$60 000
<b>Total</b>	<b>\$22 034 419</b>

Included in the total amount of \$22 034 419 is



All amounts in AUD.

- People experiencing financial poverty associated with their health
- Homeless healthcare
- Aboriginal and Torres Strait Islander
- Refugee healthcare.

# How you can help



Mater has a long history of partnering with our community and other organisations to support the delivery of exceptional outcomes across health, education and research.

The generosity of our supporters enables Mater to extend its boundaries beyond the traditional healthcare remit and to focus on our Mission, shaped by the Sisters of Mercy, to respond to unmet community need.

You make such an incredible difference to health and healing in our community.

For more information about giving to Mater, please contact Mater Foundation:

Our heartfelt gratitude and sincere appreciation to the Mater community: philanthropists, fundraisers and supporters—from our Hospital Auxiliaries, Foundations, and Corporate Partners, to event fundraisers and participants, lottery supporters and donors, and to loving legacies from families who have left Mater a gift in their will.

Ph: 1800 500 422

foundation@mater.org.au





[mater.org.au](https://mater.org.au)

Visit [mater.org.au/2020](https://mater.org.au/2020) for the full story.