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# Annual Review 2015/16

Health. Education. Research



# Mission

In the spirit of the Sisters of Mercy, Mater offers compassionate service to the sick and needy, promotes an holistic approach to healthcare in response to changing community needs and fosters high standards of health-related education and research.

Following the example of Christ the healer, we commit ourselves to offering these services without discrimination.

# Values

The Mater Values of Mercy, Dignity, Care, Commitment and Quality guide our interactions with those for whom we are privileged to care, our colleagues and the many people with whom we interact each day.

## Mercy

the spirit of responding to one another

## Dignity

the spirit of humanity, respecting the worth of each person

## Care

the spirit of compassion

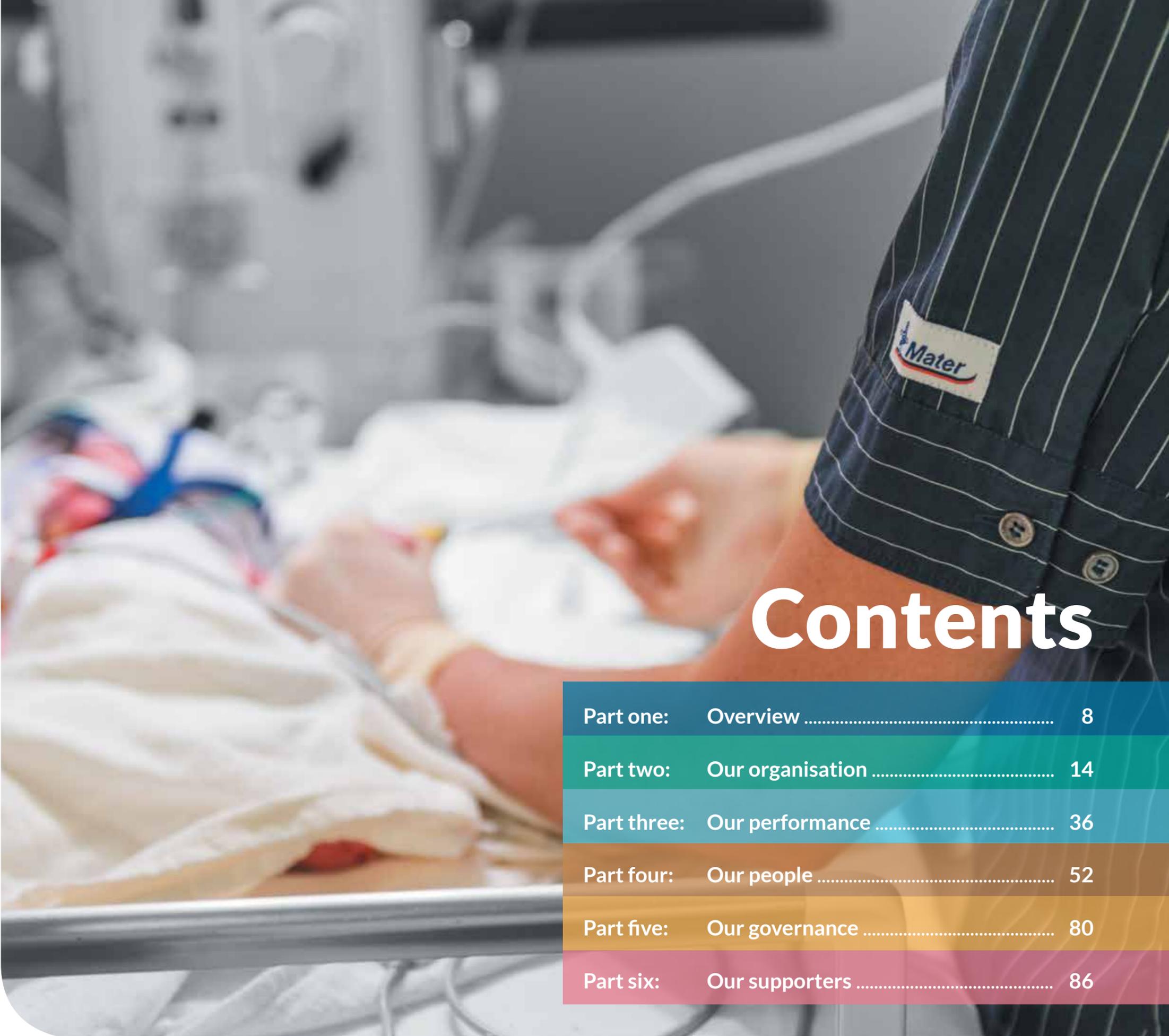
## Commitment

the spirit of integrity

## Quality

the spirit of professionalism

*Mater acknowledges that our healthcare services are provided on traditional Aboriginal and Torres Strait Islander lands, and pay our respects to their Elders past, present and emerging.*



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# Our history

On 4 January 1906, the Sisters of Mercy opened a 20-bed private hospital in a former residential home in Brisbane's North Quay.

This was the first Mater Private Hospital, and it would be the foundation of a tradition of Mercy which continues to guide Mater today, more than 110 years later.

The story of Mater's development—from a house in North Quay to an organisation comprising hospitals, health centres, a world-class research institute and nationally accredited education centre—is one of hardship, adversity, triumphs and compassion, characterised at all times by a commitment to care.

## 1831

Catherine McAuley establishes the Sisters of Mercy.



## 1861

The first Sisters of Mercy arrive in Brisbane.

## 1906

A private house in Brisbane's North Quay, named Aubigny, is converted into a 20-bed private hospital.



## 1910

Mater Private Hospital opens on 'Mater Hill'. The 50-bed hospital still stands (now as Aubigny Place).

## 1911

The 40-bed Mater Public Hospital (now the Whitty Building) opens, supported by fundraising and the proceeds generated by Mater Private Hospital.

## 1926

A new Chapel and Convent building is attached to the western end of Mater Private Hospital. The Convent remained a residence for the Sisters of Mercy Brisbane Congregation until 2014.



## 1931

The 80-bed Mater Children's Hospital opens, with every bed immediately occupied.

## 1948

Mater Mothers' Hospital Foundation Stone is blessed by Cardinal Spellman of New York and Archbishop Duhig of Brisbane.

## 1949

Mater is recognised as a teaching hospital for doctors and becomes a clinical school for The University of Queensland's Faculty of Medicine.

## 1954

Mater holds Queensland's first real estate art union. First prize is a two-bedroom fibro house in Surfers Paradise, valued at A£4150.

## 1960

Mater Mothers' Hospital, accommodating 140 mothers, officially opens.



## 1978

The Multidisciplinary Growth and Development Clinic, which evaluates progress of infants born weighing less than 1500 grams opens.

## 1981

The new Mater Adult Hospital opens.

Mother Teresa visits Mater.



## 1987

Mater Health Services Governing Board, empowered to develop policy and make decisions for the hospitals, replaces the Advisory Board. The first lay Chief Executive Officer, Mr Pat McGuire, is appointed.

## 1989

Mater Hospitals' Trust (now Mater Foundation) is launched to raise community support to fund research projects, capital works and medical and research equipment.

Mater Private Priority Emergency Centre—the first in any Queensland private hospital—opens.

## 1991

Mater Mothers' Hospital New Life Centre, comprising new operating theatres, labour wards, a birthing centre and new special care nurseries, opens.

## 1993

The new Mater Private Hospital Brisbane and Medical Centre officially opens.



## 1995

The Mater Centre for Maternal Fetal Medicine is established to provide expert diagnosis and management of complex obstetric cases.

## 1998

Australia's first private paediatric facility, Mater Children's Private Hospital opens.

## 1999

Mater Medical Research Institute is opened by His Excellency, Sir William Deane, Governor-General of Australia.



## 2000

Mater Private Hospital Redland officially opens.

## 2001

Mater is formally incorporated as Mater Misericordiae Health Services Brisbane.

A new Mater Children's Hospital and Mater Children's Private Hospital opens on Stanley Street.

## 2003

Queensland Premier, Peter Beattie, launches Mater Prostate Cancer Research Centre, courtesy of a \$1 million donation by Brisbane businessman, Bill Siganto.

## 2004

Mater Private Rehabilitation Unit (now Mater Private Hospital Annerley Road campus) opens.

## 2006

Mater celebrates 100 years of exceptional care.



## 2008

The new Mater Mothers' Hospitals officially opens.

The Queensland Paediatric Cardiac Service transitions to Mater Children's Hospital.

## 2013

Mater Cancer Care Centre opens.

## 2014

After providing exceptional care to Queensland children for more than 83 years, Mater Children's Hospital closes, and government-funded paediatric services transitioned to Lady Cilento Children's Hospital.

## 2015

Mater Private Hospital Springfield is officially opened.

The Mater Centre for Neurosciences opens, providing specialist care for stroke, epilepsy, neurosurgery, neurology and spinal surgery.

Mater Young Adult Health Centre Brisbane is launched.



## 2016

The transformation of Mater's heritage-listed Whitty Building into a world-class health education precinct is completed.

To better reflect Mater's integration of health, education and research, Mater's legal name changes to Mater Misericordiae Brisbane Limited. Mater Health Services becomes 'Mater Group', incorporating Mater Health, Mater Education, Mater Research and Mater Foundation.

# Overview



During the past 18 months, Mater has continued to strive for a healthy community through the integration of health, education and research. We've opened several new facilities and services, continued and enhanced the provision of exceptional care and planned for the sustainable delivery of our Mission into the future.

# Our services

A Catholic not-for-profit ministry of Mercy Partners, Mater comprises several hospitals, health centres, a world-class medical research institute, and pathology and pharmacy businesses.

We are committed to meeting the healthcare needs of the community through an integrated approach to health, education and research which is focused on delivering the highest quality of care for our patients.

**Mater Health** comprises all Mater hospitals, health centres, Mater Pathology and Mater Pharmacy. These services combine to help Mater offer comprehensive healthcare which meets identified community need.

Mater Health is focused on improving the design and delivery of public and private healthcare models through the creation of medically-led Clinical Streams across five disciplines: cancer care services; medical/chronic disease services; mothers, babies and women's health services; neurosciences and surgical/acute services. This model of healthcare delivery supports our aim of providing low-variability, evidence-based care, while maintaining a genuine focus on high quality, individualised customer service.

**Mater Education** is a nationally accredited, independent, hospital based Registered Training Organisation—the only one of its kind in Queensland. It offers a range of courses for students, through to highly experienced practicing clinicians.

Mater Education is an Affiliate Partner of the internationally renowned Center for Medical Simulation (CMS) in Boston, USA. As the only Affiliate Partner in Australia (and one of only three in the world), Mater Education and its alumni have an exclusive level of access to the resources, skills, advice and experience of a team who are international leaders in the simulation field.

**Mater Research** is an internationally recognised leader in medical research, which connects its findings from bench to bedside, translating medical research into clinical practice to deliver better outcomes for our patients and the wider community. Established in 1998 with a primary focus in cancer research, the world-class institute has since expanded to include research within fields including immunology, mental health, maternity studies, diabetes and obesity.

In 2013, Mater Research and The University of Queensland formalised a long-standing relationship to form the Mater Research Institute – University of Queensland (MRI-UQ). MRI-UQ is an alliance between the two leading institutions working together to achieve the best possible research discoveries in health.

**By delivering on our aim to improve healthcare through the strategic and consistent integration of health, education and research, Mater will continue to fulfil our Mission to provide compassionate care to those who need it most.**



## Our highlights

Since January 2015, Mater has:

- opened Mater Private Hospital Springfield, continuing our expansion across the greater western Brisbane region
- closed the Mater Convent as a residence for the Sisters of Mercy Brisbane Congregation
- celebrated the work of several Mater Researchers who were awarded a suite of national and international awards and grants
- launched the new Mater Children's Private Brisbane
- farewellled Dr John O'Donnell and honoured his 14 years of service as Chief Executive Officer
- met all Core Criteria assessed during the Australian Council on Healthcare Standards periodic review
- opened Mater Centre for Neurosciences, one of the largest and most diverse neurosurgical services in Australia
- welcomed Dr Shane Kelly to the role of Chief Executive Officer, Mater Group
- raised more than \$23 million via Mater Foundation to help purchase life-saving medical equipment, improve patient care and ensure our research teams continue to find better ways to diagnose, treat and ultimately cure life-threatening diseases.
- launched Mater Young Adult Health Centre Brisbane
- expanded our maternity and baby care product range and celebrated Mater Nappies being awarded Baby Care Product of the Year 2016
- transformed the heritage-listed Whitty Building into a world-class health education precinct
- celebrated Mater Private Hospital Brisbane, Mater Mothers' Private Brisbane and Mater Children's Private Brisbane ranking top nationally in the 2015 HCF hospital experience survey
- expanded a number of core clinical services at Mater Hospital Brisbane
- endorsed the *Exceptional Every Time* strategy to further integrate health, education and research
- established inaugural Simulation Fellowships through Mater Education

**These many accomplishments are underpinned by our ongoing commitment to fulfilling our Mission to provide compassionate care to those who need it most.**



# Our vision and strategy

## Vision

In the Mercy tradition, Mater will be renowned as a leader in the delivery of exceptional healthcare and experienced by all as a community of compassion.

## Exceptional Every Time strategy

At the highest level, Mater seeks to improve healthcare through the consistent and strategic integration of health, education and research.

By enhancing and aligning existing capability and experience across Mater Health, Mater Education and Mater Research through the implementation of the *Exceptional Every Time* strategy, these previously somewhat independent, but soon to be highly integrated, ministries will continue to drive toward a common purpose—a healthy community.

Mater's contribution to a healthy community will come from our commitment to the provision of safe, low-variability, evidence-based healthcare which meets identified community need.



## Our future

In 2020, Mater is representative of a modern health service which continues to engage with patients and the broader community in the provision of evidence-based care which has a focus on the dignified treatment of each person. In addition to enabling significant and sustainable benefit for the community in line with our Mission, Mater will:

- consistently deliver the highest quality clinical care and experience across all aspects of its business with a strong focus on integration and collaboration
- deliver a sustainable margin for investment in our Mission and innovative health programs for the benefit of the community
- translate research into practice in a structured and timely manner to deliver best-practice care for our patients
- deliver education programs that provide evidence-based, continual improvement for health services and improve healthcare for our patients as well as health education for the community
- provide the best possible patient care through access to research support and data for Mater clinicians and researchers as well as the broader healthcare community
- be considered a valuable partner who is genuinely willing to share risk, provide innovative solutions and deliver value for all parties
- be renowned for employing people who ask questions, find answers, implement change and monitor outcomes to ensure the highest standards of clinical care.

## Our key performance areas

There are five aspects of continuous focus at Mater. They form the basis for all interactions, assessment and excellence across Mater's business.

**Safety:** at Mater, there is nothing more important than safety. We do not seek credit for this; it is inherent in the Mater experience and should be clearly evident to our staff, our patients and our visitors in all that we do. Every decision and every action taken by Mater People has safety as its guiding principle.

**Experience:** Mater People value customer service and consumer experience as a crucial part of each and every interaction. We know that the same motivation which drives us to deliver exceptional clinical outcomes should drive our approach to service. We seek to meet or exceed each and every person's service expectations, each and every time.

**Quality:** at Mater we believe that quality comes from consistently seeking to provide safe, people-focused healthcare experiences. Delivering evidence-based, low-variability healthcare, exceptional individualised customer service and a genuine commitment to Mater's Values requires that all Mater People constantly seek to improve the quality of our service.

**Efficiency:** as a not-for-profit provider of health, education and research services, Mater People must seek opportunities to deliver services for more people, which means being innovative and focussed and by demonstrating strong stewardship of our finite resources. At Mater this is managed in line with the Values of the organisation and with respect for and by each individual.

**Future viability:** consistently meeting the needs of the community means always seeking to improve, to innovate and to evolve. Mater People are charged with the responsibility to look for new trends and opportunities which will ensure Mater can meet the challenges of the future by making sensible decisions today.

*The Exceptional Every Time Strategy is underpinned by our Mission and Values, which guide us in making appropriate decisions for a sustainable, socially relevant health service for the benefit of our community.*



# Our organisation



Mater's governance structure has changed during the past 18 months to support the implementation of the *Exceptional Every Time* strategy, a key component of which is the closer integration of health, education and research.

To support this integration, Mater now functions as a singular, connected entity, known as Mater Group—comprising Mater Health, Mater Education, Mater Research and Mater Foundation—to sustainably deliver the strategy, and ultimately our Mission to provide compassionate care.

## A message from Mater

Mater exists to provide high quality compassionate healthcare for those who need it most, to undertake ground-breaking medical research, and to teach and train current and future generations of healthcare workers.

We strive to continue a legacy entrusted to us by our founders—the Sisters of Mercy—as a ministry of Mercy Partners.

During 2015/16 Mater prioritised the enhancement of patient care and outcomes as well as efficiency via the closer integration of health, education and research.

The Mater Group Board endorsed the implementation of our *Exceptional Every Time* strategy—designed to align existing and developing capability and experience across health, education and research—to drive toward the end goal of a healthy community.

Our contribution to a healthy community will come from our commitment to the provision of safe, low-variability, evidence-based healthcare which meets identified community need.

**What does this mean?** It means enhancing the provision of safe, high-quality care to those we are privileged to serve. It means consistently delivering an experience for our consumers which is synonymous with the care for which Mater is renowned. It means acting in a financially responsible manner to ensure the sustainability of our Mission and Ministry into the future.

To support the implementation of *Exceptional Every Time*, Mater restructured in early 2016, with the organisation now functioning as a connected group under a single leadership team—Mater Group Executive—comprising leaders from across Mater Health, Mater Education, Mater Research, Mater Foundation and Corporate Support divisions.

This leadership team is committed to the sustainable delivery of our strategy, inclusive of the introduction of enhanced clinical leadership through the creation of medically-led clinical streams.

We are reorientating our services to align with these defined clinical streams—cancer care services; medical/chronic disease services; mothers, babies and women’s health services; neurosciences; and surgical/acute services.

Each of these streams will be led by a triumvirate comprising a medical leader, nursing director and business manager.

The Mater Group Board is also enhanced through stronger partnerships with the subsidiary Mater Medical Research Board, Mater Education Board and Mater Foundation Board, further reinforcing our commitment to integrating health, education and research across all levels of the organisation.

Significant change is never without its challenges, and we will continue to meet those that are presented to us as we continue to deliver and enhance service offerings across the Group.

Within this year’s Annual Review, we have shared our many achievements and milestones reached within the 2015/16 period. These accomplishments are as varied as the services we offer, but are underpinned by one unifying element—Mater People.

It is the commitment of all Mater People to the perpetuation of our Mission which has made our many achievements possible, and we recognise their exceptional efforts within this publication.

We thank you for your continued support of Mater as we work to serve and engage with our community to ensure the continued provision of compassionate care for those who need it most.

**Dr Shane Kelly**  
Group Chief Executive Officer,  
Mater Misericordiae Ltd

**Mr Brian Flannery**  
Chairman,  
Mater Misericordiae Ltd Board



## Mater welcomes Dr Shane Kelly as Chief Executive Officer



Dr Kelly commenced in the role of Chief Executive Officer in July 2015. Prior to this appointment, Dr Kelly was Chief Executive of the North Metropolitan Health Service in Western Australia.

Dr Kelly completed his medical degree at the University of Western Australia, following which he worked at Sir Charles Gairdner Hospital, a large adult tertiary teaching hospital in Perth. He went on to complete a Masters of Business Administration and Masters of Public Health and took on health service-based senior management roles including as the Chief Executive of the Women’s and Children’s Health Service and subsequently the South Metropolitan Health Service in Western Australia.

Prior to joining the North Metropolitan Health Service, Dr Kelly spent eight years as the Chief Executive Officer of St John of God Subiaco Hospital, the flagship and largest hospital of the St John of God Health Care group, a Catholic not-for-profit Australian private healthcare organisation.

Dr Kelly is a Fellow of both the Royal Australasian College of Medical Administrators and the Australian Institute of Company Directors. His main professional interests are in relation to health system performance and accountability, and the provision of safe, high quality evidence based patient care.



**I am delighted to be Mater’s Chief Executive at such a key time in the organisation’s history. It is a privilege to be working with the Mater Board and Executive to build on the organisation’s strategic direction.”**

Dr Shane Kelly, Group Chief Executive Officer, Mater Misericordiae Ltd.

## A message from Mater Education

This year has seen Mater Education grow across almost every possible measure—faculty, program offerings, students, graduates, affiliations and collaborations, and revenue. It has also been a year of firsts—we welcomed our first Simulation Fellows, developed and delivered what we believe is a world-first facility test by running a new hospital in simulated mode for 24 hours, and celebrated our first 1000 *Mater Mothers' first aid for babies* participants. This year, the Mater Education Limited Board has welcomed two new eminent Board members, Professor Cathy Turner and Emeritus Professor Mike Ward, who have added significant value to the governance of Mater Education.

We congratulated 93 Diploma of Nursing graduands, and enrolled our largest cohort of first semester nursing students as our reputation for delivering an exceptional, practical hands-on course continues to strengthen. To further support contemporary healthcare workforce development we expanded our entry-level offering to include the Certificate III in Health Services Assistance and the Certificate III Allied Health Services Assistance.

The internationally renowned Center for Medical Simulation (CMS) in Boston renewed our Affiliate Partnership, and we were pleased to announce a new teaching affiliation with the Massachusetts General Hospital (MGH) Institute of Health Professions Education Program (IHP). This new partnership enables Mater People to attain an internationally recognised qualification in the use of simulation in healthcare education through training and practical assessment at Mater Education.

The inaugural Mater Education Simulation Fellowships were awarded to Dr Dominic Ormston (anaesthetics) and Dr Richard Mausling (newborn services) and are supported by Mater Foundation. They are available exclusively to Mater People and designed to increase the capability of Mater clinicians in simulation-based education, educational scholarship and research, and support the continued delivery of exceptional clinical care at Mater.

As our interprofessional faculty grows, the opportunities to integrate research and education to enhance the knowledge, skills and practice of Mater's exceptional people also increase. This year we commenced work on a suite of Research/Education programs in collaboration with Mater Research that

will ensure continued excellence in research practice, build our research capacity and foster enhanced clinical collaboration.

We wrapped our own research project around what is believed to be a world-first facility test, operating Mater Private Hospital Springfield in simulated mode for 24 hours prior to the hospital opening to patients. Trained local volunteer patients were cared for, an ambulance transferred a deteriorating patient, simulated operations were performed, clinical staff were required to make challenging decisions, a baby was delivered—in a hospital without a maternity service—and meals were ordered, cooked and served. The result of this carefully planned and executed simulation was that every staff member on every shift reported that they were 100 per cent confident that the hospital was ready to open—a significant achievement for improved patient safety and experience.

We are pleased to have been able to respond to community need for skills, knowledge and confidence by developing and delivering the *Mater Mothers' first aid for babies* course. Developed in partnership with Mater Mothers' Hospitals and Mater's paediatric clinical experts, more than 1000 parents are equipped to care for their baby should they face an emergency, and this course is set to expand in the future to meet growing demand.

As always, we look forward to continuing to work alongside Mater Health and Mater Research as we strive to fulfil Mater's Mission and improve community health outcomes.

**Ms Donna Bonney**  
Chief Executive Officer,  
Mater Education

**Mr John Reynolds**  
Chairman,  
Mater Education Board



## A message from Mater Research

This year has proven to be another successful year for Mater Research, with significant growth further enhancing our reputation as an internationally competitive institute. We currently support more than 400 research staff, postgraduate students and honorary clinical researchers allowing us to achieve increased connectivity between research, education and health practice, ultimately providing better health outcomes for our community.

In 2015 Mater Research funding was increased, sustained and diverse, with the institute securing \$7.5 million in competitive grants, with about a 26 per cent success rate with National Health and Medical Research Council (NHMRC) grants—well above the national average of 15 per cent. This financial support ensures that Mater Research remains a leader in its field and continues to deliver positive impacts within our health industry.

As further acknowledgement of our exceptional work and reputation, Professor Prins was recently appointed to a new advisory body of the NHMRC—the Health Translation Advisory Committee. The NHMRC is Australia's premier body for administering medical research funding and issuing health and ethical guidelines. The committee will provide advice and guidance to the NHMRC Council and CEO on how best to improve the translation of health and medical research into patient outcomes and health policy.

As our funding, team and work have grown we continue our strong publication output, with more than 350 publications shared in national and international health literature. Nearly 70 per cent of these publications were driven by clinicians, highlighting the clinical integration of the institute. These publications, while noteworthy achievements in themselves, enable us to share our knowledge and learnings for robust peer review and are vital in the quest to expand the reach of our work, reduce duplication of research efforts internationally, and hasten the translation of research into practice.

Mater Research is a vibrant organisation displaying key differentiators that set us apart from other research facilities. These include, but are not limited to, support from Mater Health and Mater Foundation, clinical integration, clinician-scientist support through Fellowships and our strong people focus—it is our people, both biomedical and clinical, who ask the questions and work together to find the answers.

To this end, we welcomed many new researchers to our world-class institute and congratulated a number of early career researchers who secured prestigious overseas fellowships, including Dr Joanna Rakoczy, Mater student researcher and The University of Queensland PhD graduate who was awarded a two year Newton International Fellowship to undertake post-doctoral studies at the University of Cambridge.

Through our relationship with The University of Queensland, forming the Mater Research Institute – University of Queensland (MRI-UQ), we are once again delighted to report another year of outstanding achievements from the Mater Research student cohort. In 2015 more than 100 students undertook research projects at MRI-UQ, continuing on the Sisters of Mercy's interest in fostering the next generation of medical research.

As always we appreciate the ongoing support we received from Mater Foundation to fund important research activities across the year. We thank the Foundation and donors whose generous contributions make an incredible difference to research and care.

**Professor John Prins**  
Chief Executive Officer/Director,  
Mater Research

**Mr Jim Walker AM**  
Chairman,  
Mater Research Board



## A message from Mater Foundation

It is common for Annual Review messages to reflect on the past year through the eyes of the organisation, however this year we wanted to share our highlights through the eyes of our donors, supporters and volunteers.

### Their stories make up our story.

Sixty-year-old Terry chose to honour his late wife Gerry's memory—and raise more than \$2000 for cancer research at Mater—by taking on the 2015 Climb for Cancer five times. That's more than 4000 stairs!

Gold Coast parents Kate and Aaron held sausage sizzles and raffles and rallied their local community to raise more than \$10 000 in two years for Mater Little Miracles after their daughter Ruby suffered a stroke in utero and was born premature.

In April, 21 fundraisers trekked to the top of Peru's Machu Picchu and every blister and sore muscle became worth it when they raised \$300 000 for prostate cancer research.

Among the climbers were Austagencies and Sura Insurance Board Director Craig Patterson who raised \$27 601.50, Bechtel's Tony Bainbridge who raised \$23 734.50 and Mater's Director of Palliative Medicine, Dr Janet Hardy who raised \$8000.

Proud Mater Dad Mel welcomed two healthy babies at Mater Mothers, but after hearing stories from our Neonatal Critical Care Unit put the full support of his family's restaurants and bars behind Mater Little Miracles, raising more than \$50 000 in a few years.

Last year also saw the opening of a new seven-bed, high care Stroke Unit (within Mater Centre for Neurosciences) funded by a donation of more than \$1 million from The Denis and Eileen McEnery Fund. The donation was made in recognition of four generations of care provided by Mater to the McEnery family.

Often support comes in the form of time and when it comes to volunteering for Mater, Kevin "Kevvy" Enchelmaier sees it as a passion, not a hobby.

Named the 2016 Fundraising Institute of Australia Volunteer of the Year, Kevvy joined the Smiling for Smiddy road crew in 2007 and has since volunteered on more than

70 rides, missing only one, because it was the same weekend as his son's wedding.

It's not just individuals who give their time and support to Mater—organisations also strengthened their ties with us in 2015.

Lions Clubs of Australia donated more than \$200 000 for prostate cancer research and Golden Casket boosted our neonatal research with a \$500 000 donation. IGA continued its support of Mater Little Miracles as major sponsor of both the IGA Mater Little Miracles Easter Appeal and IGA Lord Mayor's Christmas Carols.

We know that it is compassion which drives people to engage with Mater; to donate to our campaigns; to buy tickets in our lotteries; and to participate in our events.

These acts of compassion will continue to change the lives of thousands of men and women, mums and dads, husbands and wives, sons and daughters, and friends each year.

We remain eternally grateful to all of our donors, supporters and volunteers for their ongoing generosity and support of Mater Foundation and know that together we are working to better the lives of Queenslanders—today and tomorrow.

**Nigel Harris**  
Chief Executive Officer,  
Mater Foundation

**Phil Hennessy**  
Chair,  
Mater Foundation

From January 2015 to June 2016, Mater Foundation recorded a surplus of \$26.6 million and distributed \$23.7 million in grants to Mater.



## A message from Mercy Partners

In this Holy Year of Mercy, I find it very fitting that the theme for Mater's Annual Review is compassion. Compassion is of the very essence of Mercy and is a foundation stone of Mater and the Mission it delivers.

When people come to Mater, they hope to meet with Mater People who feel for them, and are willing to support them in their own suffering, whatever it might be. It is this demonstration of compassion in action which differentiates Mater, and is what we hope all who come to Mater experience. It is, after all, this tradition of Mercy and compassion on which the Sisters of Mercy established Mater.

In this special 18-month Annual Review you will see many examples of the compassionate care offered by Mater People by those whom they are privileged to serve.

You will also read about the further steps Mater has taken to integrate health, education and research to enhance the delivery of this care, and I am proud to mention but two recent examples of this consolidation in action.

The spirit of Mater was captured by the words of Professor David McIntyre, Mater's Director of Obstetric Medicine, who was awarded the

2016 Norbert Freinkel Award for his work in the area of diabetes and pregnancy. Professor McIntyre commented that it is important for scientific and clinical research to translate into practice, and that we aim to keep 'the Mater Research side working with Mater Education', his own work exemplifying this integration of Research and Education to support the provision of healthcare.

I was also recently present for the blessing and opening of the renovated and refurbished Whitty Building, a project in partnership with The University of Queensland. This too represents Mater's ongoing commitment to compassionate care, ensuring that there are future generations of medical, nursing and allied health professionals equipped to provide this compassionate care to those who come to them in need.

The Council of Mercy Partners extends its congratulations and thanks to Mater on its continued faithfulness to the Mission of mercy in South East Queensland,

**Dr Ray Campbell**  
Chair,  
Mercy Partners Council



“

We have inherited the **blessings of their toil and faith ...**”

## Go forth from this place with joy, go forth with hope

For more than 90 years, the Mater Convent has been a place of gathering, a residence for more than 300 Sisters of Mercy and a visible reflection of the Mater Mission.

So it seemed only fitting that on a cool, still Friday morning, more than 150 people gathered quietly to witness the Mater Convent doors officially close, as the keys to the building were entrusted to Chairman of the Mater Board, Mr Brian Flannery.

The decision to close the Mater Convent, made in early 2015, followed significant damage to the building as a result of storms which impacted Brisbane in late 2014.

During a moving spiritual ritual, led by Sister Patricia Kirchner, the doors to the Convent were closed for the last time, before the Sisters of Mercy joined with Mater People over a cup of tea to share stories from the past 90 years, embodying the very sense of community the Sisters of Mercy inspire with their grace and mercy, which continues to guide Mater today.





**The hospital is something the community needed.**

The whole experience has been fantastic from admission through to surgery and all of the nurses and staff.”

Brett Deaves, first patient at Mater Private Hospital Springfield



## From vision to reality

On Wednesday 28 October 2015, Mater Private Hospital Springfield welcomed its first patients—599 days after construction on Mater’s newest hospital commenced.

Six weeks later, the hospital was officially opened by The Honourable Paul de Jersey AC, Governor of Queensland and blessed by The Most Reverend Mark Coleridge, Archbishop of Brisbane at a special ceremony attended by more than 200 people.

Since its announcement in May 2013, more than 1400 people worked on the construction of the hospital, which comprises 64 inpatient beds and 16 day beds, a day surgery unit, four digitally-integrated theatres, family friendly accommodation, an outdoor garden, medical imaging services and a cancer care centre.

The state-of-the-art cancer care centre was built with \$21.4 million dollars of Australian Government Funding, in partnership with Radiation Oncology Centres.

The design of the hospital’s perioperative suite was supported by the expertise of Mater People to ensure the best possible patient flow and experience, with specially

designed graphics installed on theatre walls to support surgeons in refocusing their eyes.

A quiet space for reflection is provided within the Chapel, which features exquisite lead light windows, including an oval painting of Jesus which dates back to the 1800s.

Prior to its opening, a world-first 24-hour simulation was undertaken, which involved operating the hospital in a mock environment to test all processes within a number of intense scenarios. Four days after the successful simulation, the hospital admitted its first patient, Forest Lake resident Brett Deaves for surgery which would have previously required travel to Brisbane.

Mater is committed to ensuring our services continue to meet the needs of this growing region, and planned future expansions will ensure the continued provision of exceptional care for the Greater Springfield community.



The Honourable Paul de Jersey AC, Governor of Queensland joins Dr Shane Kelly and Mr Brian Flannery to officially open Mater Private Hospital Springfield.

## Official opening of Whitty Building celebrates new era of learning



“The Whitty Building has always had significant historical value to the Mater Community and **it is wonderful to see it returned to its former glory** as an educational facility for Mater and UQ students, now and into the future.”

Dr Shane Kelly, Chief Executive Officer, Mater Group

Chief Executive Officer, Mater Group, Dr Shane Kelly, Vice-Chancellor and President, The University of Queensland, Professor Peter Hoj, Archbishop of Brisbane, The Most Reverend Mark Coleridge, Director-General, Queensland Health, Mr Michael Walsh, Mater Group Board Chairman, Mr Brian Flannery and former Mater Chief Executive Officer, Dr John O'Donnell.

On Wednesday 20 April 2016, the newly refurbished Whitty Building was officially opened and blessed, celebrating its transformation into a unique education precinct for Mater and The University of Queensland's (UQ) medical, nursing, midwifery and allied health services students.

Constructed in 1911 as the first Mater Misericordiae Public Hospital, the heritage-listed building was refurbished to create a modern facility conducive to collaborative learning, while maintaining its architectural features, including original pressed metal ceilings and stained glass windows.

Mater's relationship with UQ spans more than 60 years and more recently, Mater has provided clinical training and placements to hundreds of medical, nursing, midwifery and allied health students annually, with more than 1200 undergraduate health professional students undertaking their clinical education at Mater in 2015.

Mater and UQ entered into an Alliance Agreement in 2013 to create an outstanding

clinical teaching environment which allowed students to experience the best of theory and practice in a tertiary teaching hospital.

The refurbishment of the Whitty Building formed part of this agreement, and after almost two years of construction, the building was blessed by His Grace, The Most Reverend Mark Coleridge, Archbishop of Brisbane at an official opening event attended by Director-General, Queensland Health, Mr Michael Walsh, Mater and UQ Board and Executive, and those involved in the project.

The collaboration is just one way in which Mater is working to integrate health, education and research for a healthy community.



The Whitty Building when it opened in 1911, and in 2016 following its transformation into a unique education precinct.

## Giving new hope to epilepsy patients

Imagine being unable to work, to socialise, to spend time with your family.

For the thousands of Queenslanders who suffer from epilepsy, this is a reality. A reality Mater specialists are determined to change.

An Australian-first surgery undertaken at Mater in early 2016 represents a new milestone in this journey, with Mater surgeons giving new hope to people with epilepsy through the use of ROSA robotic assistant technology.

Through Mater Centre for Neurosciences, Mater is one of only three hospitals in Australia to perform the procedure—a Stereo EEG—and the only hospital to utilise the ROSA robotic assistant technology.

For many epilepsy patients, surgery represents their only hope at a cure.

The ROSA technology supports the accurate drilling of holes for electrode placement for Stereo EEG procedures; halving surgery time and offering efficiency, security and flexibility for surgeons.

Once the electrodes are in place, the Mater Centre for Neurosciences team monitors a patient's seizures, analysing brain activity and movement during a seizure to determine if they are a potential candidate for brain surgery, in order to control their seizures.

The ROSA robot is another innovation in the advanced surgery for epilepsy offering at Mater Centre for Neurosciences.



Surgeons performing Australian-first surgery to help give Mater patients a brighter future.

### Mater Centre for Neurosciences launched

Mater's proud neurosciences history began when we opened Queensland's first neurosurgery department in 1954.

Today, Mater maintains a strong commitment through investment into state-of-the-art technology, education and research.

The official opening of Mater Centre for Neurosciences in 2015 strengthens our commitment within this field, providing specialist care for stroke, epilepsy, neurosurgery, neurology and spinal surgery—from one dedicated location.

The centre comprises a Stroke Unit, which provides specialist care for patients with the most complex cases, and a private inpatient ward which supports the provision of interdisciplinary care.

“It's possible that this could offer our patients a cure—that is what we are hoping for and what we look to offer our patients.”

Peter Jones, Clinical Nurse Consultant in Epilepsy, Mater Centre for Neurosciences

## Meeting unmet community need

Mater Health Chief Operating Officer, Sean Hubbard with patient Kelsie Dummett at a special event to celebrate the launch of Mater Young Adult Health Centre Brisbane.

### Mater Young Adult Health Centre Brisbane

*Kelsie is a high-performing 20 year-old woman, studying Creative Industries at QUT, with aspirations of working for Google and volunteering in third-world countries.*

*In her final year of high school, Kelsie was diagnosed with an incurable auto-immune disease. As a 17 year old, Kelsie felt caught between needing support, and wanting to be treated as an adult.*

When Mater identified an unmet need for young adults in the changing healthcare landscape, it developed Mater Young Adult Health Centre Brisbane.

Created to provide specialised care for adolescents and young adults aged 16 to 25 living with chronic and complex healthcare conditions, it is the first service of its kind in Queensland, and one of only a few nationwide.

The Centre helps young adults, such as Kelsie, transition from receiving paediatric healthcare to more age-appropriate health services.

“I appreciated being able to make independent decisions relating to my health, but when I first walked into the adult hospital, I felt like a lost alien. I had no idea where I was going or what I was doing.

“My time spent in the Mater Young Adult Health Centre was the first time I’ve ever felt content in hospital,” Kelsie said.

### Mater Children’s Private Brisbane

The new Mater Children’s Private Brisbane was launched in 2015, reinforcing Mater’s commitment to the provision of exceptional care throughout all stages of life.

The service cares for privately insured children up to the age of 16 across a variety of specialities, including orthopaedic surgery, neurosurgery, general surgery, urology, ENT, dentistry, plastic surgery, gastroenterology, ophthalmology, medicine, and sleep medicine.

The launch of Mater Children’s Private Brisbane comes after government-funded paediatric services transitioned to Lady Cilento Children’s Hospital in late 2014, and continues a commitment to the provision of private paediatric care which commenced in 1998 when Mater opened Australia’s first private hospital for sick children (Mater Private Children’s Hospital).



**Four year-old Mater Children’s Private Brisbane patient, Indie, was one of 800 Mater patients to have their day brightened by a special visit from a Delta Dog in 2015. While she was at Mater to have her tonsils and adenoids removed, this wasn’t Indie’s first Mater experience—her entire family are Mater babies!**

“We were all born at Mater—Indie and her brother, as well as me and my husband,” her mum Tahnee said.

## Beyond hospital walls



### Mater Aged Care in an Emergency

Through the launch of the Mater Aged Care in an Emergency (MACIAE) service, Mater has reduced the average length of stay in hospital for patients from aged care facilities, helping to ensure patients receive the right care, *in the right place, at the right time*.

The service, delivered through Mater Hospital Brisbane, provides guidance to general practitioners and aged care facilities with clinical care decision making when residents become unwell.

The 24-hour telephone support service provides advice on whether a hospital admission is appropriate, and includes further advice about managing chronic conditions within an aged care facility through Mater specialist consultations via Telehealth.

If a resident’s condition requires hospital admission, they are transferred to the Mater Hospital Brisbane Emergency Department where the MACIAE team coordinate care.

Since its launch, Mater Hospital Brisbane has seen a reduction in the average length of stay by aged care facility residents from 6.5 to 4.3 days, with admissions reducing by 40 per cent overall.

### Mater at Home

Another way in which Mater is meeting the needs of our patients to provide the *right care, in the right place, at the right time* is through our Mater at Home service.

The service aims to transition some healthcare services from hospital to the home, to help meet the evolving needs of our patients.

This individualised, patient-centred care is provided by a team comprising nursing, medical and allied health professionals, collaborating to offer broad ranging services to patients within the comfort of their own home.

Services range from the *Hospital in the Home* service that delivers in-home, inpatient care for certain conditions that have traditionally required treatment delivered within a hospital ward, through to the *Post-Acute Care* service which effectively assists in easing pressure on the hospital system by supporting early discharge for patients whose circumstances allow for healthcare to be transitioned away from hospital.

**These initiatives are just two examples of Mater’s commitment to providing compassionate care in a manner which meets the varied needs of those patients whom we are privileged to serve.**

# Mater Education leading the way

## Mater Education welcomes inaugural Simulation Fellows

Mater Education appointed its inaugural Simulation Fellows in early 2016—Dr Dominic Ormston (anaesthetics) and Dr Richard Mausling (newborn services).

Designed to strengthen the use of innovative simulation training at Mater, the Simulation Fellowship Program will see Dr Ormston and Dr Mausling complete a graduate certificate in education specialising in simulation through the Massachusetts General Hospital (MGH) Institute of Health Professions (IHP), courtesy of a new teaching affiliation between Mater Education and MGH IHP, which will allow them to undertake required practical simulation training and assessment at Mater.

“Having it onsite means there is scope to start to integrate simulation training into actual work space, so we can practice scenarios with people who work together in real life,” Dr Ormston said.

Mater Education is also an Affiliate Partner of the internationally renowned Center for Medical Simulation (CMS) in Boston. Through this affiliation, our simulation fellows will undertake CMS training at Mater, and will have the option to complete a residency program at CMS in Boston.

During their fellowships Dr Ormston plans to work towards developing a series of simulation-based emergency response courses for the anaesthetics department, while Dr Mausling hopes to develop a series of simulation-based training programs for registrars and nurses in the Neonatal Critical Care Unit.

The Simulation Fellowship Program is a joint initiative of Mater Health and Mater Education, funded by Mater Foundation, and is available exclusively to Mater clinicians.



**Mater Education hosted a world-first simulation at Mater Private Hospital Springfield in late 2015, to test and evaluate processes prior to the opening of Mater's newest hospital.**

**The event involved operating the hospital as a simulated hospital for a 24-hour period, with community volunteers acting as patients within the simulations, which included peri-operative admissions through to discharge, deteriorating patients in post-operative ward and radiology areas, a 'walk-in' to reception experiencing chest pain and a transfer of a critically unwell patient to Mater Private Hospital Brisbane, in partnership with Queensland Ambulance Service.**

**The world-first simulation places Mater at the forefront of patient safety, efficient care delivery, simulation and education.**

## Partnerships strengthen simulation at Mater

Mater Education hosted the internationally renowned Center for Medical Simulation (CMS) faculty in early 2016, who spent time teaching, visiting our facility and meeting Mater staff.

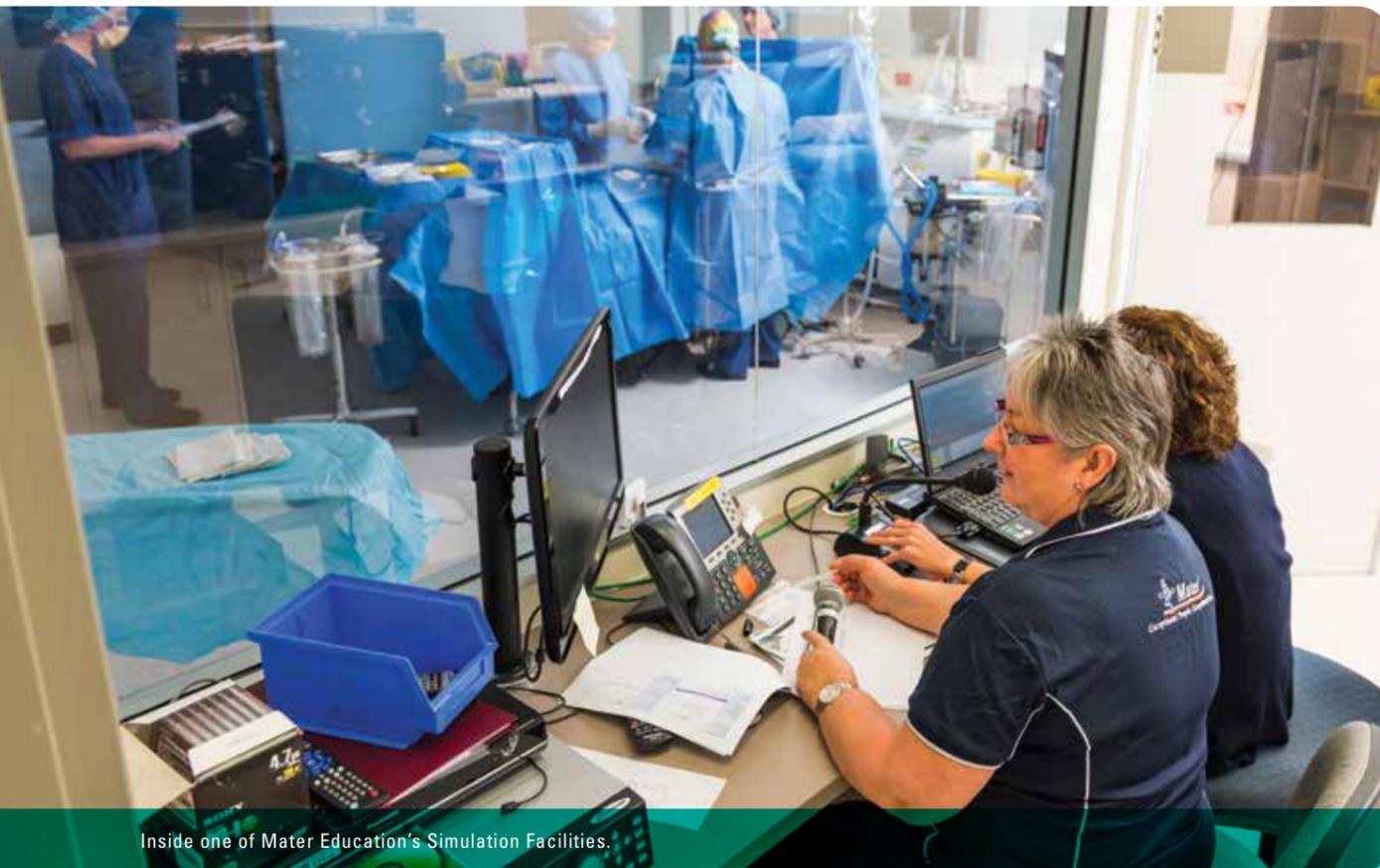
During their visit, Mater co-facilitated two CMS courses as part of a teaching affiliation with the CMS, which attracted diverse participants from across Australia—*Simulation as a Teaching Tool* and *CMS Advanced Debriefing*.

Not only did Mater staff participate in the prestigious programs, but two Mater Education team members—Melanie Barlow and Pauline Lyon—commenced training to become internationally recognised course facilitators for the Advanced Debriefing Course, meaning they will soon be able to deliver these programs on behalf of CMS and Mater Education.

Melanie and Pauline will become two of only three people within Australia (and 20 worldwide) to complete this training.

The concept of 'debriefing with good judgment' strongly aligns with Mater's goals and expectations whereby clinicians have a robust discussion to determine improvements that can be made to patient care and safety.

“Patients receive better health outcomes as a result of clinicians going through a rigorous process of exploring the decisions they make in a hospital setting and considering ways to improve processes and treatment,” Melanie said.



Inside one of Mater Education's Simulation Facilities.

## First aid for babies boosts mums' confidence

Mater Education partnered with Mater Mothers' Hospitals in 2015 to launch a first aid course specifically for parents with babies.

The hands-on course is designed to equip parents with the knowledge, skills and confidence to care for their baby should they face an emergency. Participants learn to identify, respond to and manage common infant injuries and emergencies including choking, poisoning, burns, bleeding, fractures, allergic reactions and respiratory illnesses. The course also covers resuscitation (CPR) for infants and young children and recognising when to go to hospital or seek emergency assistance.

**Demand for the course has seen its frequency increase with more than 1000 participants to date.**

## Research leads to better patient outcomes

### Ten of the best

Mater Researchers Professor Sue Kildea and Dr Yu Gao, and UQ's Professor Sue Kruske, have been recognised as part of a team of researchers highlighted in the National Health and Medical Research Council publication, 'Ten of the Best'.

The publication highlights outstanding Australian research projects that are directly contributing to the prevention, diagnosis and treatment of health issues facing Australians.

The Mater Research project, carried out in the Northern Territory, aimed to improve maternal and infant healthcare and outcomes for Indigenous Australian mothers and babies living in remote communities. As a result of the project, researchers, health system leaders and communities are working together to implement a new evidence-based model to ensure culturally responsive continuity of midwifery care throughout pregnancy, birth and the post-birth period.

### Mater Researcher wins prestigious funding grants

Mater Researcher Associate Professor Kristen Radford won two prestigious funding grants for her work in 2015— \$388 127 in Worldwide Cancer Research Funding and \$382 077 from the National Health and Medical Research Council—which will be used to help support the development new cancer vaccines.

"Our overarching aim is to develop a new vaccine for cancers. The vaccine we are making is aimed to very specifically activate only the cancer fighting dendritic cells, with the advantage that it does not require removal of patients' blood.

"We predict this will be a more practical, specific and effective vaccine that will be suitable to treat many cancer patients."



Associate Professor Kristen Radford

### New drug attacks cancerous ovarian cells

A new antibody drug that attacks cancerous ovarian cells and limits the serious side-effects of traditional treatments has been developed by a team of researchers led by Mater Research Institute-University of Queensland's (MRI-UQ) Associate Professor John Hooper.

The research indicates cancerous ovarian cells produce a specific protein that could be targeted by the new drug.

"While normal ovaries don't produce this protein, the tumours of about 90 per cent of patients do.

"This means we can attack cancerous cells while having little impact on the normal ovarian cells," Associate Professor Hooper said.

While the study is still in its early stages, the next phase of the research, funded by the Cancer Council Queensland, will use patient samples to study how effective the antibody can be against ovarian cancer.

**MRI-UQ is an alliance between Mater Research and The University of Queensland, two leading institutions working together to achieve the best possible research discoveries in health and medicine.**



Associate Professor John Hooper



Associate Professor Vicki Flenady

### Risk of stillbirth twice as high for disadvantaged women

Women from lower socio-economic families face twice the risk of delivering a stillborn baby than their wealthier counterparts, according to an international study led by a Mater Research Institute-University of Queensland (MRI-UQ).

The international study of stillbirth rates in high-income countries, led by MRI-UQ's Associate Professor Vicki Flenady, found that the equity gap between rich and poor is contributing to thousands of preventable deaths. Associate Professor Flenady said many stillbirths in disadvantaged families could be prevented.

"We know that disadvantaged women are less likely to receive adequate antenatal care, yet this is vital to allow the early identification of factors which might contribute to a baby being stillborn.

"Improved education, alleviation of poverty, and improved access to healthcare that is timely and culturally appropriate are critical for preventing stillbirth deaths in disadvantaged families," Associate Professor Flenady said.

The study found that high-income countries could reduce the rate of stillbirths by introducing national audits for perinatal death and by funding more research to improve understanding of the causes of stillbirths.

"Our research showed that while stillbirth is more prevalent in low- and middle-income countries, it is still a major health burden in high income countries across the world."

Australia's stillbirth rates are significantly higher than the best-performing developed countries, including the Netherlands, which has reduced its rates since 2000.

The study was part of The Lancet's Ending Preventable Stillbirths series, which estimates 98 per cent of the world's 2.6 million stillbirths each year occur in low- and middle-income countries. The series found most stillbirths were preventable, with many attributable to infections during pregnancy, non-communicable diseases, and obstetric complications.

# Mater achievements recognised

In 2015 and 2016, Mater continued to be recognised on state, national and international levels for an array of achievements. These include recognition of programs designed to improve the patient experience, those which reduce our carbon footprint, and those which recognise our commitment to exceptional patient care.

## Sustainability at Mater

Mater's *Sustainability at Mater* program was recognised in a number of ways during 2015/2016, highlighting our ongoing commitment to environmental sustainability.

The wide ranging contributions of the program were the topics of case studies shared with the *Global Green and Healthy Hospitals Network*, and one of the program's early initiatives—*Turn it off*—designed to reduce unnecessary power usage, was the topic of an article published in the 'Frontiers of Psychology Journal'.

Mater was also invited to present at several external forums about the benefits of environmental sustainability within the healthcare sector, demonstrating our position as a leader in this area.

*Sustainability at Mater* continues to offer a wide array of benefits to Mater. In addition to the many benefits to the environment, financial savings as a result of these projects continue to be reinvested into the provision of compassionate patient care.

## New Room Service model recognised

Mater Private Hospital Brisbane was awarded a CBORD International Visionary Award for the 'Room Service Choice on Demand' implemented across the hospital in 2013.

Driven by a desire to provide a better service to patients, the model allows patients to order meals at any time between 6.30 am and 7 pm and have their meal prepared fresh and delivered within 45 minutes.

An electronic menu management system monitors meals, ensuring patients only receive options that are compliant with their medical condition and specific dietary requirements and also alerts staff of missed meals so that the patient's nutritional intake is constantly monitored.

Not only was Mater Private Hospital Brisbane the first hospital to implement room service within Australia, it was also one of the first hospitals to comprehensively analyse the benefits of a room service system and demonstrate it as a model for improving nutritional outcomes and financial sustainability.

Due to the success of the Room Service model at Mater Private Hospital Brisbane, the service will be expanded in 2016, with Mater to become the first hospital in Australia to provide both public and private patients with personalised room service.

## HCF hospital experience survey

Mater Private Hospital Brisbane, Mater Mothers' Private Brisbane and Mater Children's Private Brisbane were ranked top nationally in the 2015 HCF hospital experience survey of more than 12 000 of its members.

The survey, compiled by Australia's largest not-for-profit health insurer HCF, is undertaken annually and designed to provide benchmarking of hospital performance across the 100 hospitals most frequented by its members.

All three services ranked in the top five of hospitals nationally, reinforcing Mater's commitment to being renowned for the provision of exceptional patient care.

There is nothing more important than safety



## Every decision and every action taken by Mater People has safety as its guiding principle.

Our organisation wide commitment to safety is driven by *SafeQuest: for a safer Mater community*, through which Mater aims to achieve zero preventable harm for our staff, patients and visitors.

*SafeQuest* encompasses a number of initiatives and strategies to create the safest possible Mater community.

In 2015 we launched, *Staying safe while in hospital*, designed to empower Mater patients to be involved in their care, promoting a higher degree of collaboration and communication between staff and patients about safety.

As part of the initiative, patients are encouraged to ask questions about their care, and raise any issues or concerns, framed by a guiding set of principles, including identification, preventing infection, and medication safety.

Mater also reached 2017-2018 national standards set by the National Blood Authority earlier than required, and in the process recorded a 15 per cent reduction in the number of units of blood used across Mater.

Blood (and blood transfusion) safety is a key focus of *SafeQuest*, and data as a result of this initiative indicates increased efficiency in blood use, with a 12 per cent increase in patients receiving a single unit of blood as opposed to multiple donations, therefore reducing the risk of requiring a blood transfusion by optimising pre-surgery blood counts.

Mater's *Exceptional Every Time* Strategy reinforces safety as our single most important priority, and through *SafeQuest* we will continue to ensure the provision of a safe environment for all who access our services.

# Our performance



When the Sisters of Mercy established Mater in 1906, they used revenue from Mater Private Hospital to fund the provision of public healthcare services, reflecting their Mission to compassionately respond to community need.

More than 100 years later, Mater remains a private, not-for-profit organisation, committed to the delivery of healthcare in the

tradition of Mercy for which we are renowned.

By driving performance and efficiency in all that we do, we strategically invest financial surplus to meet community need.

Our 2015/16 reports acknowledge those who have generously donated to Mater, detail our financial performance and outline how we have given back to our community.

## Measuring our financial performance

# Mater Health

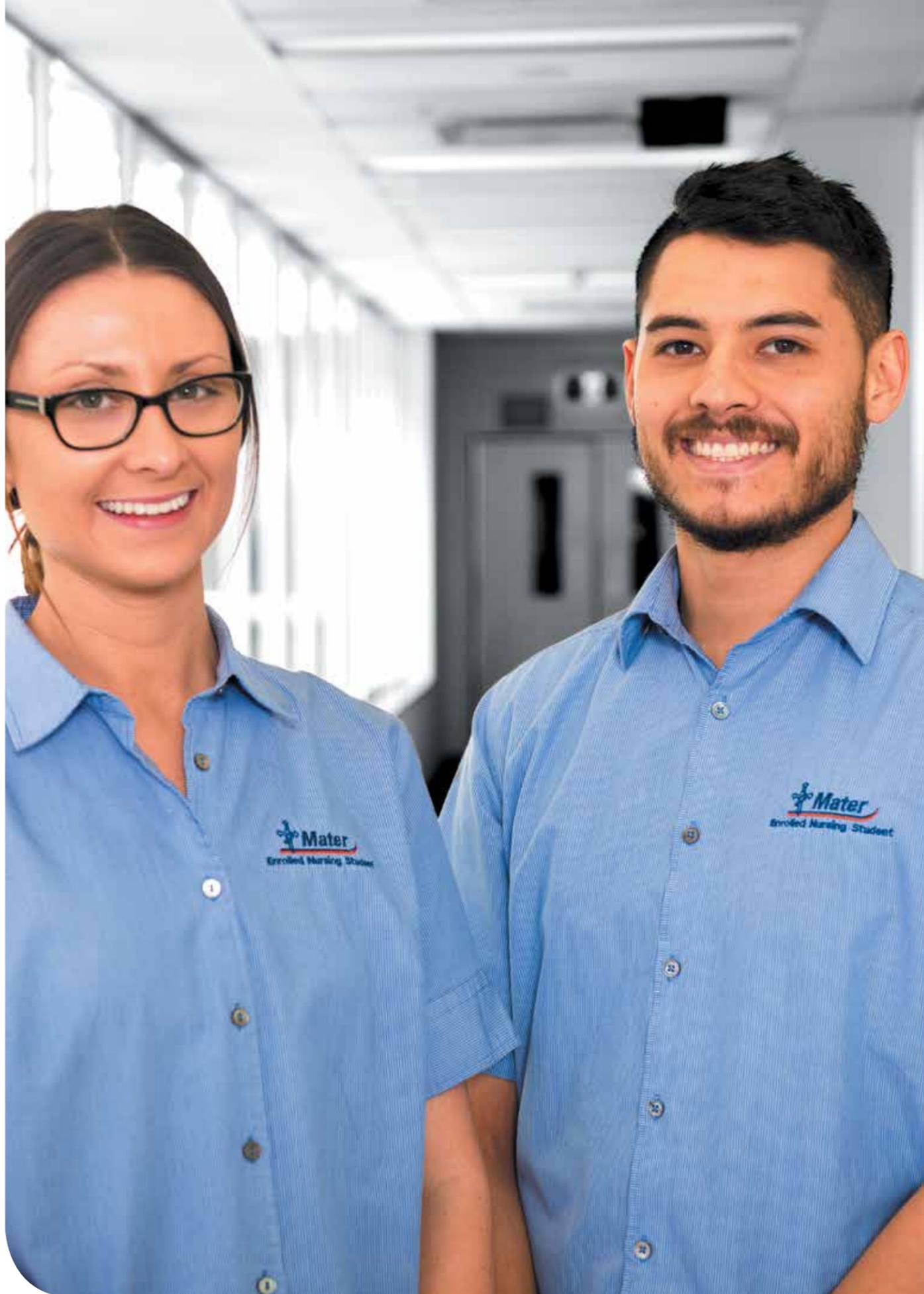
### Revenue

Queensland Health funding	\$419 547 000
Grant funding	\$15 391 000
Patient fees	\$271 829 000
Other operating income	\$59 244 000
Non-operating income	\$285 000
Sales	\$47 933 000
Investment income	\$5 109 000
<b>Total</b>	<b>\$819 338 000</b>

### Expenditure

Labour costs	\$530 776 000
Direct (non-labour) costs	\$155 672 000
Indirect costs	\$89 176 000
Asset/financing charges	\$42 993 000
<b>Total</b>	<b>\$818 617 000</b>





## Measuring our financial performance

# Mater Education

Mater Education Limited	Amount
Revenue	\$3 846 455
Expenses	\$3 017 265
<b>Net profit</b>	<b>\$829 190</b>

Building our workforce	
Certificate level graduates	217
Diploma level graduates	93
Accredited short course participants	166

Continuing professional development programs	
Mater clinicians	1 369
External clinicians	238
Affiliate Partner co-delivery	42

Community programs	
First aid for babies	1 052

Student placements	
Number of disciplines	17
Number of education partners	12
Placements	2 190
Placement hours	319 852

Mater Education contributed more than \$6.2 million of professional learning and development to Mater People during the 2015/16 financial year.

## Measuring our financial performance

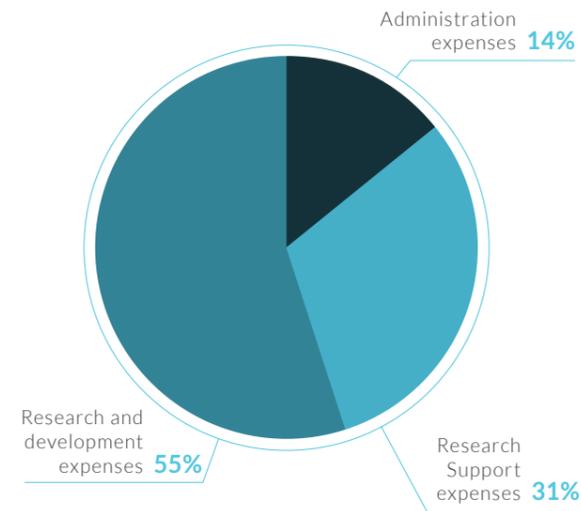
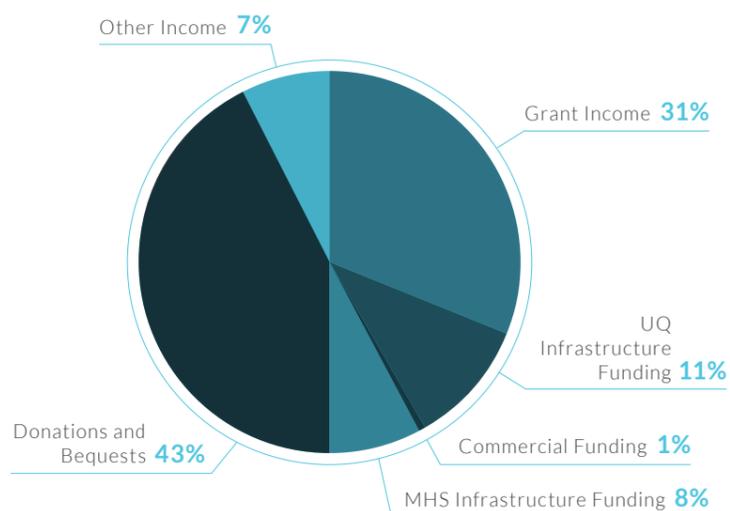
# Mater Research

Revenue	Amount	Percentage
Grant income	\$8 202 017	31%
UQ infrastructure funding	\$2 771 913	11%
Commercial funding	\$167 680	1%
Mater infrastructure funding	\$2 000 000	8%
Donations and bequests	\$11 185 377	43%
Other income	\$1 931 925	7%
<b>Total</b>	<b>\$26 258 912</b>	

Expenditure	Amount	Percentage
Administration expenses	\$3 763 537	14%
Research support expenses	\$8 030 829	31%
Research and development expenses	\$14 402 438	55%
<b>Total</b>	<b>\$26 196 803</b>	

July 2015 to June 2016 revenue streams by type

July 2015 to June 2016 expenditure streams by type



Mater Research published 362 publications during the 2015/16 financial year, in both national and international health literature. Highlights of the year include Mater Research-led studies being published in *Cell*, *Cell Research* and *The Lancet*. For a full list of Mater Research publications, please visit [research.mater.org.au](http://research.mater.org.au).



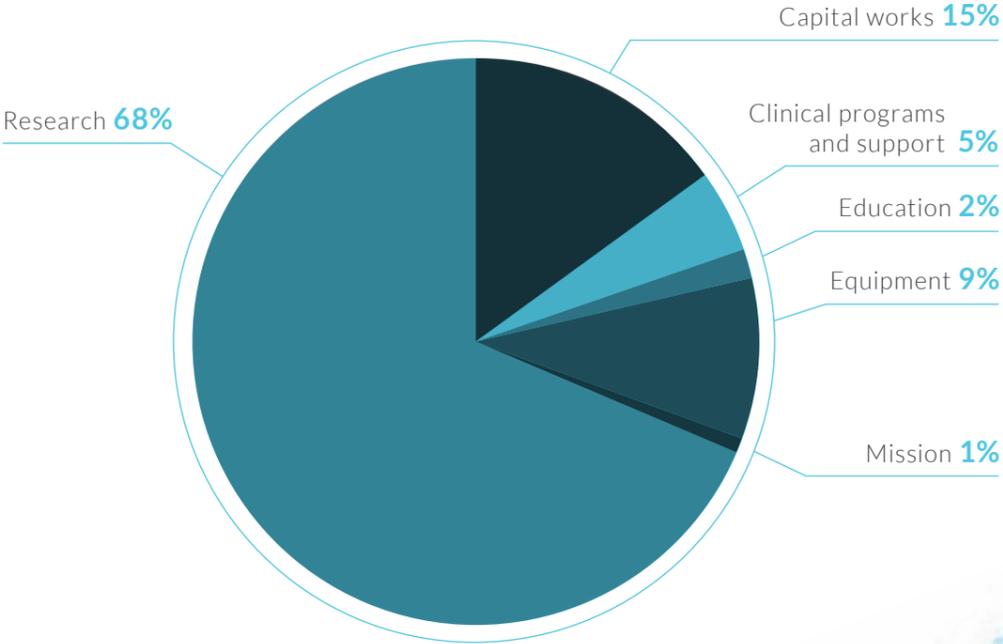


Measuring our financial performance

# Mater Foundation

Area	Funding provided	%
Capital works	\$3 605 577.59	15%
Clinical programs and support	\$1 094 586.11	5%
Education	\$428 751.33	2%
Equipment	\$2 176 502.83	9%
Mission	\$212 502.90	1%
Research	\$16 241 443.59	68%
<b>Total</b>	<b>\$23 759 364.35</b>	

Through the generous support of our donors, Mater Foundation contributed to the provision of care, ground-breaking research, education and community outreach for those most in need.



# Sustainability at Mater statistics

## Water use

Water use increased during this period as a result of water line flushing, and removal of flow restrictors, as per the water management plan. Water quality, as opposed to consumption will be the key indicator for water measurement moving forward.

### Litres per occupied bed day



## Waste (general, clinical and recycling)

Improved waste segregation has shown a steady increase in general waste per occupied bed day, while clinical waste continues to decrease. Recycling has also remained steady during the 2015/16 period.

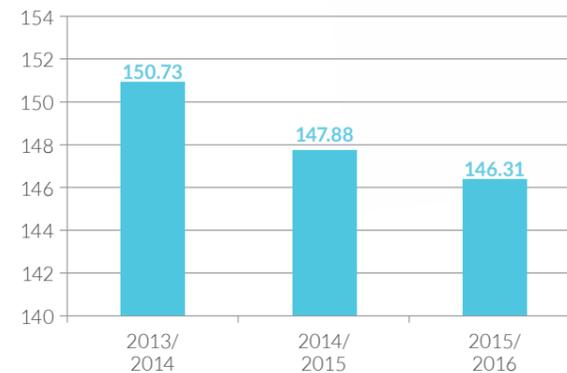
### Kilograms per occupied bed day



## Electricity use

Electricity use during 2015/16 reduced by more than 500 000 kWh in comparison to 2014/15.

### Electricity consumption (kWh by floor metres)



## Fuel consumption (fleet vehicles)

Fuel consumption remained steady as we work towards 90 per cent of our fleet emitting less than 180g of Co2 per kilometre during the next year.

### Litres per vehicle, per year



## Paper use

Our paper use remained steady, with more than 12.5 million sheets of paper saved since the introduction of duplex printing in 2010.

### A4 paper purchases (boxes)



# Measuring our benefit to the community



Through our partnership with Micah Projects, Mater helps support the provision of compassionate healthcare to the homeless community in Brisbane, through initiatives such as Homeless to Home Healthcare—where Mater nurses work within teams at Brisbane Homeless Service Collaboration and Brisbane Common Ground as well as with an after-hours service to provide healthcare and support to those living rough.

## Community benefit

Area of need	Gross benefit
Benefit to Aboriginal and Torres Strait Islanders through culturally sensitive care designed to improve health outcomes	\$263 000
Benefit to those suffering addiction by providing appropriate care to reduce dependency	\$1 851 000
Benefit to those with chronic disease by providing targeted care and clinical research in these areas	\$2 782 000
Benefit to those seeking religious guidance by providing appropriate pastoral support and guidance to those in need	\$1 996 000
Benefit to those who are living in poverty or seeking family support through various funds, programs or individual acts of charity	\$5 819 000
Benefit to those who are from a refugee background through refugee health programs	\$4 772 000
General benefit to the community, including clinical education, compassionate health programs for those who are homeless, and provision of mental health programs for those suffering from mental health issues	\$3 849 000
<b>Total community benefit</b>	<b>\$21 332 000</b>

# Auxiliary reports

## Mater Hospital Brisbane Auxiliary

I am pleased to report it has been another very successful and enjoyable year for the Mater Hospital Brisbane Auxiliary.

Our main events for 2015 started in March with a beautiful morning of entertainment and food at our favourite venue, Brisbane's Tattersall's Club, on St Patrick's Day.

We were treated to a marvellous Irish concert given by singers, flutists and dancers, each of whom donated their time and talent to benefit Mater Hospital Brisbane.

Our second function for 2015 was held in July with Director of the Mater Young Adult Health Centre Brisbane, Dr Trisha O'Moore Sullivan our guest speaker.

In October, we hosted a very successful pre-Melbourne Cup 'Hats and High Tea' at Tattersall's Club with the wonderful Dale Olsen from The Hat Box providing a stunning collection of hats for our fashion parade.

At the Auxiliary we are very grateful to all our friends and donors who support our fundraising events and we look forward to more wonderful events in the second half of 2016.

As 2015 was my last year as President of the Auxiliary, I would like to thank my fellow Auxiliary members for their ongoing assistance over the many years that I was President and I wish my successor, Nita Buckingham, all the very best for the future.

**Terry Pender**  
President, Mater Hospital Brisbane Auxiliary



## Mater Mothers' Hospitals Auxiliary

It gives me great pleasure to look back on another successful year for the Mater Mothers' Hospitals Auxiliary in which we raised thousands of dollars through our baby shop, cake sales, craft sales, Christmas stall and raffles.

These wonderful results would not have been possible without the unwavering support of our volunteers who contributed their time and resources to work in the shop and to make, bake and create the items we sold, from knitted booties to freshly made cookies.

Throughout 2015, Mater Mothers' Hospitals Auxiliary donated more than \$36 000 to Mater Mothers to fund the purchase of a Giraffe Warmer Bed (\$27 880), a Calming Light (\$763.76) and a Bilimeter (\$8241.14).

All of these items help in the care of seriously ill and premature babies and reduce their risk of trauma and infection.

Thank you for your continued support which enables us to help the staff at Mater Mothers' Hospitals to make little miracles happen.

I would encourage you to continue to support the Auxiliary by visiting the pop up shop, open in the foyer of Mater Mothers' Hospitals on Tuesdays (8.30 am to 1.30 pm) and Thursdays (10 am to 1.30 pm).

Our Auxiliary comprises a dedicated group of ladies and often their husbands, some of whom have donated their time for more than 30 years, but we remain on the lookout for new volunteers to carry on the work of the Auxiliary with the knowledge that they are changing lives.

**Suzanne Hill**  
President, Mater Mothers' Hospitals Auxiliary

## Mater Private Hospital Redland Auxiliary

Last year marked a period of change for Mater Private Hospital Redland Auxiliary.

Our much loved Sr Marcia Maranta moved on from the hospital and is enjoying her new post at Prinz Willem Alexander Retirement Village. We couldn't possibly reflect on what we've achieved without acknowledging that it was Sr Marcia who established the Auxiliary, having given so much time and support to the group over the years.

We also saw a change of Auxiliary members and we are grateful to those who have worked with us and we welcome our new members on board.

As part of this year's fundraising activities we went on three bus trips to Coolangatta and Tweed Heads, Mooloolaba and Ipswich.

After a delightful morning tea at Ipswich Visitor's Centre, we made our way to the RAAF Amberley Air Base's Aviation Heritage Centre, which had been opened especially for our visit. It was most interesting and enjoyed by all.

Our annual mini expo event, held in July, was well attended. There were a number of new stalls and a record amount was raised on the day.

In September, we hosted a Vintage High Tea and Fashion Parade at Ormiston House. This elegant venue lent itself to the 'vintage' theme of the day and our Auxiliary members and guests dressed for the occasion.

A local group, 'The Jeannies', entertained us with a parade which showed fashion through the ages, starting with the 1920s and finishing with some current day pieces.

Thanks to the generous donations of all of our supporters, we were able to purchase a bladder scanner for the Day Surgery Unit and assist with the purchase of a Bilicare System used for non-invasive testing of bilirubin levels in babies (bilirubin can cause jaundice).

The Auxiliary would like to thank our very supportive friends for attending our events and our donors for supporting our fundraising efforts.

We look forward the remainder of this year's new and exciting events and raising funds for projects to make our already wonderful Mater Private Hospital Redland even better.

**Debbie Marer**  
President, Mater Private Hospital Redland Auxiliary



# Mater's statistics

Revenue	Patient discharges	Patient days	Theatre patients	Inpatient beds
Mater Private Hospital Brisbane	31 385	98 356	10 769	281
Mater Private Hospital Redland	10 229	20 544	4365	60
Mater Mothers' Hospital	16 900	42 710	4337	124
Mater Mothers' Private Brisbane	9067	31 762	2180	121
Mater Children's Private Brisbane	4623	6300	3485	25
Mater Hospital Brisbane	29 951	68 954	9867	196
Mater Private Hospital Springfield	3678	6162	2358	74
Mater Centre for Neurosciences	2329	10 030	1657	63
Mater Young Adult Health Centre Brisbane	1296	4310	N/A	24
<b>Total</b>	<b>109 458</b>	<b>279 098</b>	<b>39 018</b>	<b>968</b>

Emergency attendances	
Mater Hospital Brisbane Emergency	39 796
Mater Private Emergency Care Centre	17 633
<b>Total</b>	<b>57 429</b>

Outpatient clinical	
Mater Mothers' Hospital	110 118
Mater' Private Hospital Springfield	2136
Mater Hospital Brisbane	166 238
Mater Young Adult Health Centre Brisbane	4824
<b>Total</b>	<b>283 316</b>

Births	
Mater Mothers' Hospital	6257
Mater Mothers' Private Brisbane	4039
Mater Mothers' Private Redland	386
<b>Total</b>	<b>10 682</b>

Diagnostic services	
Mater Mothers' Hospital	197 003
Mater Adult Hospital	49 695
<b>Total</b>	<b>246 698</b>



Ones of these 10 682 babies was little Jack...

....who was born at just 28+1 weeks on 20 April 2016, weighing 1250 grams to mum Amy, who also works at Mater. Here is Amy's story:

It all started on a Monday as I was about to start my shift at Mater Private Hospital Brisbane. I had been feeling stomach cramps, but thought I would be fine.

When the cramps didn't pass, my mum, who also works at Mater, came to take me to the Pregnancy Assessment and Observation Unit at Mater Mothers' Hospitals. It turned out I was in early labour—and needed to keep this baby inside me as long as I possibly could—but was given all the possible medications to increase Jack's chances of survival if I was to deliver that night.

Over the next two days I was transferred to and from the birthing suite four times as my contractions started to increase but then settled down. On Wednesday, Jack decided today was the day he was ready to meet the outside world.

**After labour, Jack was taken to the Neonatal Critical Care Unit (NCCU). You can't prepare for seeing your baby for the first time in NCCU. You suddenly have so much love for this extremely tiny baby and to see the nurses looking after him when you can't is heartbreaking.**

Looking back to before Jack was born, I was at home making a joke to my husband about Mother's Day coming up ... saying I was expecting a present since I was an expectant mother!

Never in a million years would I have thought that on this Mother's Day I would be sitting beside his isolette. Jack was the best Mother's Day present I could ever receive.

**Baby Jack was discharged from Mater Mothers on 16 June 2016, after 57 days in our Neonatal Critical Care Unit.**

# Our people

Whether we work in a clinical environment, or behind the scenes, every Mater Person contributes to a tradition of care for which Mater is renowned. It is a tradition established by our founders, the Sisters of Mercy, and a legacy with which we are privileged to be entrusted.



# Compassion is ...

Each year, Mater celebrates its identity and heritage of the Sisters of Mercy during Mercy Week.

Mercy Week provides an opportunity to celebrate the contributions of all Mater People to upholding our Mission, and culminates in the Mercy Week Mission Awards—to honour those Mater People who go above and beyond the expectations of their role within the framework of our Mission and Values.

**The 2015 Mercy Week Mission Award winner—Anita Covington, Healthy Ageing Coordinator/Social Worker, Mater Hospital Brisbane—was nominated for representing ‘all of the quiet achievers, those who go about their roles with the Mater Values stamped on everything they do’.**



# Anita's story:

The Mercy Week Mission Award came to me unexpectedly last September in a beautifully reverential ceremony. I shall remain ever-grateful for the honour it has been to represent all the wonderful Mater People whose working lives are defined by our Values.

One thing I have found very interesting since I was honoured with my award is that almost everyone outside my working world who has heard about the award has asked a question such as, 'What exactly is mercy?', 'What's the difference between mercy and compassion?', 'How do you be merciful at work?', 'I understand how a doctor or nurse might show mercy, but how would the guy in the boiler room show mercy?'

These questions have led to some great discussions and, as we bandied around words like compassion, kindness, forgiveness and sympathy, we decided that, while mercy is based on compassion, which we agreed was a deep awareness of the suffering of another that leads us to want to help, mercy is the action that we take based upon that desire to help. We stumbled upon a nice definition from a book by Tim Lane and Paul Tripp (*Relationships: A Mess Worth Making*, New Growth Press, Greensboro, 2006, p 135) that resonated with us all: **Mercy is the kind, sympathetic and forgiving treatment of others that works to relieve their distress and cancel their debt.**

Moreover, what has been more interesting to me over the past few months is that, from the kind words I have received from hundreds of Mater People about the Mercy Award, not one has questioned me to define mercy. **Not one.** I believe it's because we Mater People don't really need to intellectualise the term—we live it, we see it, we hear it, we feel it, we understand it, we're part of it, we build it, we are it.

I reflect on the snapshot I have of the first thirty minutes of my working day, on this day, arriving on the bus and seeing the familiar sight of Mater People in discussion as they purchase morning coffee, building bonds of support within our working world that so often strengthen our worlds beyond Mater, cultivating relationships with the local community, with the gentleman in the newsagency calling out to many by name.

I walk up the stairs and am greeted by the young volunteer, who has arrived even before my early start to direct visitors to where they need to go without any expectation of being paid.

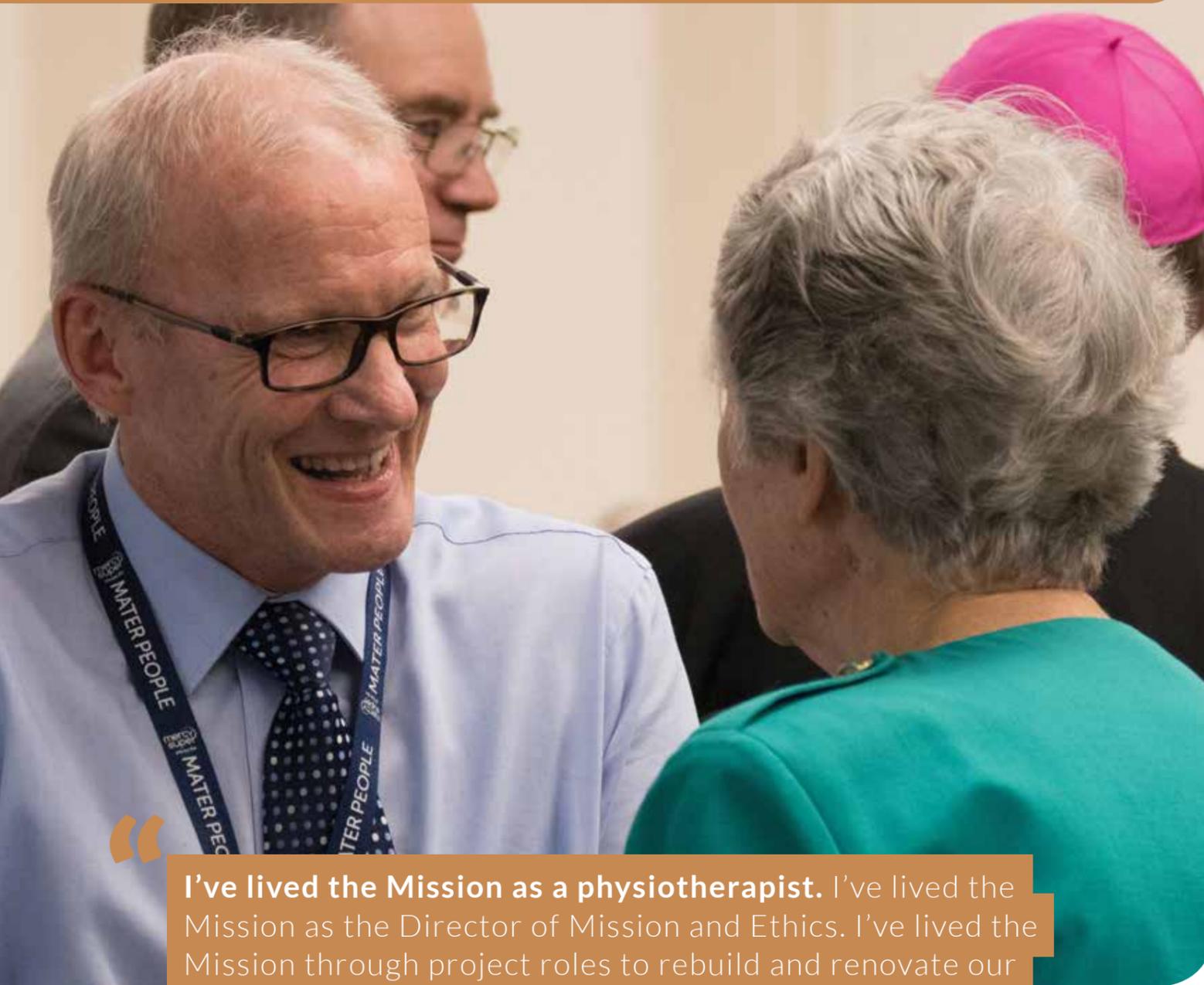
I arrive at the lift and enjoy the daily ritual of watching Mater People kindly directing others from the lifts, sending a knowing nod to my colleague who will detour along the path to Mater Mothers' Hospital with a bleary eyed new father, loaded with blue balloons. I greet some of the nurses leaving from night shift and remain bewildered that they could sacrifice so much for their profession. I am amused that a cleaner and a surgeon are either side of me in the lift, knowing that one simply cannot do their job without the other and I wonder if their children who they have just dropped off at Mater Childcare are in the same class.

I arrive on the ward and as I sit to check notes for the day ahead, I glance at my nursing colleague who will sit at best for forty minutes over the next eight hours. The Ward Clerk is busy with files, but looks up to present a friendly face to a family. Individuals suddenly become teams and together they work to heal people, to create safe and better outcomes for all, with the expertise of all Mater People providing the backbone for what makes this healing possible.

I smile to myself wondering if my friends who don't work here might ask how Mater is different to any other hospital. I could intellectualise that answer for them. I could begin by acknowledging that Mater People are not naïve, we know we face challenges that sometimes feel too big to fathom and each of us has stories about difficult situations we've navigated. However, those stories become a small part of a much larger picture, a history which began in 1831 when Catherine McAuley established the Sisters of Mercy. We are entrusted with her work and Mater People do not require an answer to how we uniquely define ourselves. Mercy—we feel it, we live it, we are it.

**Mercy Week centres on Mercy Day—24 September—the anniversary of the date on which Catherine McAuley (1778–1841) established the House of Mercy in Baggot Street, Dublin in 1827. Four years later, Catherine founded the Sisters of Mercy, who then established Mater in 1906.**

# Celebrating the commitment of Mater People



**I've lived the Mission as a physiotherapist.** I've lived the Mission as the Director of Mission and Ethics. I've lived the Mission through project roles to rebuild and renovate our facilities to meet growing community need. I've lived the Mission as an Executive across a number of portfolios, each dedicated to ensuring its sustainability ... whether through the provision of support services for patients, or ensuring patients can access those services in an efficient manner."

Dr John Gilmour, Group Director, Infrastructure and Clinical Support

Each year, I am proud to attend the Mater Staff Long Service Awards and celebrate the commitment of Mater People to the perpetuation of our Mission.

As someone who was honoured at the 2015 awards for 25 years of service, I took an opportunity to pause and reflect on this achievement, and the reasons why after this time, I am as excited about being a Mater Person now as I was more than a quarter of a century ago.

I began my career at Mater as a physiotherapist. After leaving for a while to work for the Australian Defence Force, I was drawn back to Mater, and our Mission ... and it is this Mission that has kept me at Mater ever since.

After my return, I was blessed with the opportunity to be part of a project which saw me travel to Russia on four occasions between 1995 and 2002 to provide intensive physiotherapy treatment to children with a range of health concerns, including cerebral palsy. To be able to see children walk for the first time following surgery was a privilege which remains with me today. It was also during this time that I became Mater's first lay Director of Mission and Ethics, which would be the start of a transition from clinical roles with direct patient care, to a series of roles in which I've been able to influence systems to further support the provision of this care.

These various roles have given me different and unique perspectives on how we deliver our Mission, while also reinforcing that the ways in which we provide care as an individual (and an organisation) may change, but our commitment to the provision of compassionate care remains steadfast.

To be able to congratulate those people who have committed to this Mission for an extraordinary amount of time through the Long Service Awards serves as a reminder that our identity as a Catholic organisation is as strong now as it was when the Sisters of Mercy established Mater.

**Dr John Gilmour**  
Group Director, Infrastructure and Clinical Support

In 2015, 385 Mater People were recognised for their commitment to Mater, across 10, 15, 20, 25, 30, 35, 40 and 45 years of service. The special awards ceremony, held on 17 September was attended by Chair, Mercy Partners Council, Dr Ray Campbell, Chairman of the Mater Group Board, Mr Brian Flannery, Group Chief Executive, Dr Shane Kelly, Mater Group Executive and Mater People.



Chairman, Mater Board, Mr Brian Flannery, Chair, Mercy Partners Council, Ray Campbell and Group Chief Executive Officer Shane Kelly congratulate Lesley Yeates on 45 years of service.



Mr Brian Flannery, Group Director Mission Leadership, Ms Madonna McGahan, Deputy Chairman Mater Group Board, Mr Vince O'Rourke and Congregation Leader, Brisbane Sisters of Mercy, Sr Catherine Reuter were among those who attended.



Mater People Craig Elford and Gerard Gerreyn celebrate 30 years of service.

# Farewell, 'JOD'

In 2001, after the newly created Mater Health Services' Board chose Dr John O'Donnell (fondly known as JOD) to become Mater's next Chief Executive Officer, the Sisters of Mercy, in officially appointing him to his position, presented him with a lighted candle. It was a symbol.

*A symbol of a tradition of Mercy for which Mater was renowned. A symbol of keeping the Mater 'flame' alive. A symbol of a future in which Mater would prosper in its delivery of its Mission to provide compassionate care to those who need it most.*

Fourteen years later, on Wednesday 29 July 2015, Dr O'Donnell once again held this candle—this time, a symbol of the transmission of leadership responsibility—as he officially ended his tenure as Chief Executive Officer.

More than 200 people, each with their own special 'JOD' memories, gathered to witness this emotional farewell, as Dr O'Donnell recounted the enjoyable, challenging and rewarding privilege of being Mater's Chief Executive Officer.

"There have been some notable milestones throughout my journey as CEO, which are unified by one

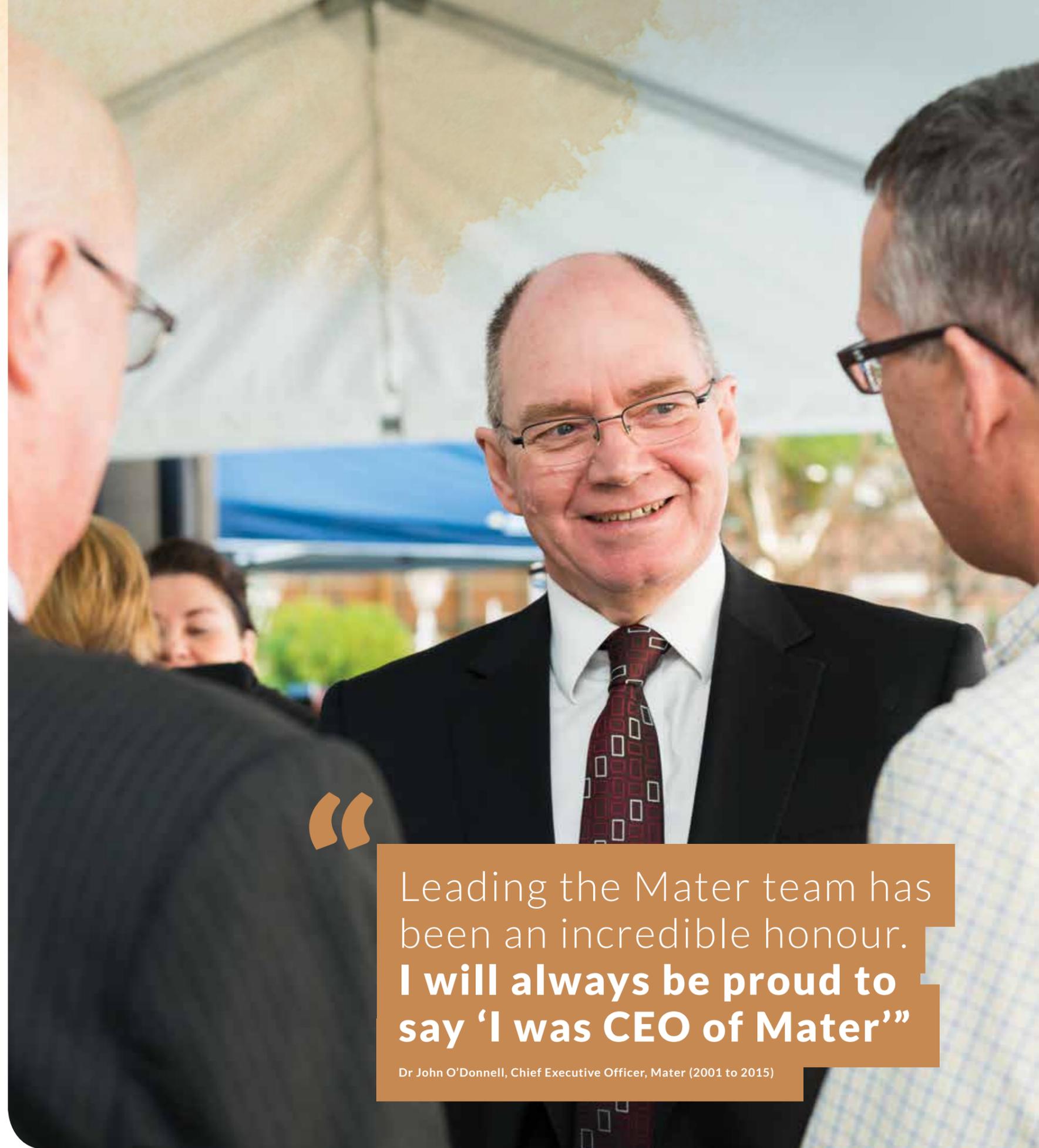
element—Mater People, working together—without whom the provision of exceptional care would simply not be possible."

Sisters of Mercy Brisbane Congregation Leader, Sr Catherine Reuter and Chairman of the Mater Group Board, Mr Brian Flannery also paid tribute to Dr O'Donnell, highlighting the many milestones achieved by the organisation under his leadership.

"During Dr O'Donnell's 14 years as our leader, Mater has celebrated a number of key achievements.

"We have expanded our Mission and regained a sense of optimism and purpose as an organisation, maintained our enviable status in patient and staff safety, and built a strong foundation to further the integration of health, education and research," Mr Flannery said.

Dr O'Donnell continues to hold the position of Chair of Mercy Super and is also Chair of Mercy Community Services.



“

Leading the Mater team has been an incredible honour. **I will always be proud to say 'I was CEO of Mater'”**

Dr John O'Donnell, Chief Executive Officer, Mater (2001 to 2015)

## A fond farewell



### Don Murray

On Friday 5 February 2016, Mater People joined to honour the retirement of Mr Don Murray after almost 14 years of exceptional service at Mater.

Don commenced his role as Executive Director, Mater Private Hospitals in 2002, and the number of exceptional achievements reached under his leadership is testament to his passion, vision and drive as a leader.

In addition to his portfolio of hospitals achieving many exceptional outcomes, including an overwhelming number of 'private hospital firsts' and 'innovation and service awards', Don led the commissioning of the Mater Private CardioVascular Unit at Mater Private Hospital Brisbane and significantly expanded rehabilitation services at our Annerley Road campus. Of all of Don's achievements however, two of his most recent will no doubt form his lasting legacy at Mater—the opening of Mater Private Hospital Springfield and the official launch of Mater Centre for Neurosciences.

Both of these are a fitting tribute to a leader who thrived on developing talent, never gave up when challenged and embodied the vision and Mission of the Sisters of Mercy.



## Honouring six decades of service

“I chose to become a nurse after visiting a friend of mine at Mater when I was **17 years old.**”

Sr Michaelleen Ahern

The contributions of Sr Michaelleen Ahern, a familiar face to most Mater People, were recognised as she became the fourth Sister of Mercy to have a Mater Research Medal named in her honour.

'Sr M', as she is affectionately known has held positions as varied as surgical theatre nurse, Executive Director, Mater Private Hospital Brisbane, and community leader at the Mater Convent during the past six decades.

Her ability to provide strong leadership and direction, combined with her genuine care and compassion, reflect those qualities synonymous with teaching and mentoring. It is for these commitments that she has been honoured with the Sr Michaelleen M Ahern Medal, to be awarded at the annual Mater Research Awards for Excellence to the researcher who has demonstrated excellence in student supervision.

Sr Michaelleen joins Sr Madonna Josey, Sr Eileen Pollard and Sr Regis Mary Dunne in having a medal named in her honour, recognising the crucial role of the Sisters of Mercy in the development of Mater Research to create an institute to foster the next generation of medical research.

Sr Michaelleen's lengthy tenure at Mater, which commenced in 1952, has given

her a unique perspective on the changes in healthcare and science, while also highlighting those qualities which have remained inherent in all Mater People.

"I studied maths, physics and chemistry at All Hallows' and I had been planning to go into medicine.

"However, I quickly learned that nursing was where I wanted to be and how I wanted to spend the rest of my life.

"To see the advances in medical and surgical techniques has been fascinating, however, perhaps what has been more rewarding is continually seeing Mater People giving themselves so generously to ensure the best possible outcomes for our patients.

"It is for this genuine commitment to carry the Mission of the Sisters of Mercy into the future for which I am truly grateful."

The 2015 Sister Michaelleen Ahern Medal for Excellence in Student Supervision was awarded to Associate Professor Jean-Pierre Levesque for his supervision and mentoring of 17 post-graduate students at Mater since 2005 .

### Sr Marcia Maranta

Sr Marcia Maranta has been a familiar face at Mater Private Hospital Redland for almost 14 years, providing compassionate care to patients and staff through her role as a pastoral carer.

On 23 March 2015, Sr Marcia officially retired at a special morning tea attended by staff, volunteers, and local community members, including Redland Mayor Karen Williams.

In addition to her role as Pastoral Carer, Sr Marcia was an avid fundraiser, through which she contributed to many projects to provide enhanced services to patients.

Sr Marcia has continued her ministry through the provision of pastoral care services at Prinz Willem Alexander Retirement Village.



## Celebrating our teachers and students

### Alison Michaels

Alison Michaels was one of 165 Mater People nominated for a Clinical Teaching and Learning Award in 2015. The annual awards recognise Mater People who have contributed to the provision of exceptional care through their outstanding commitment to learning and development across a range of categories, including the CEO Mission Award.

Presented to the individual who displays an exceptional commitment to education while modelling exemplary values based teaching and learning practice. The 2015 winner, Alison, was nominated for her exceptional commitment to education and the professional development of those around her. Among her many achievements was the development and coordination of a highly regarded Graduate Program within Mater's Neonatal Critical Care Unit.

Alison's continued demonstrations of 'kindness and compassion' were highlighted in her nomination, as was her ability to provide learning opportunities which were 'innovative, flexible and embrace change'.

Congratulations to all Clinical Learning and Teaching Award winners.



“Alison is an inspiration ... and deserves the recognition for complete commitment to her chosen profession and the Vision and Mission of Mater.”



### Karen Hayter

On 1 July 2015, 47 students graduated from Mater's Diploma of Nursing program. Among the graduands was Karen Hayter, whose Mater journey has continued as she transitioned from student to enrolled nurse.

“I was thrilled to have been accepted as a graduate nurse in theatres at Mater Hospital Brisbane, as theatre was a passion of mine throughout the course,” Karen said.

Since its inception in 2011, more than 350 students have graduated from the Diploma of Nursing, a reflection of Mater's commitment to providing contemporary education within the healthcare environment.

Karen chose to study through Mater Education as it provided the ability to study on campus within a hospital environment, and provided her with support to feel confident during each placement.

“I was always so nervous at the start of each placement, but by the end I was confident about working in that field.”

For Karen, the transition into healthcare marked a shift from a career in hospitality, without compromising on being able to help people.

“I'd been thinking about nursing for a long time, ever since I had my first child and had a wonderful midwife—working at Mater allows me to fulfil that passion, and still care for people,” Karen said.

## Celebrating our researchers

### Professor Margo Pritchard

Three years ago, Gold Coast businessman Terry Jackman donated \$1 million to Mater to establish the Sister Angela Mary Fund—to support the role of a senior researcher in neonatal nursing—and help give our youngest patients the best possible start to life.

In late 2015, Professor Margo Pritchard was appointed to the position of Jackman

“I am looking forward to working with the whole team to achieve some exceptional outcomes in identifying the most effective ways of managing critically ill infants and their families.”

Professor Margo Pritchard

Professor of Neonatal Nursing, Australian Catholic University (ACU) and Mater.

Professor Pritchard has extensive nursing and midwifery experience and is well known in the area of perinatal research. She also currently holds honorary positions including Research Fellow, The University of Queensland Centre for Clinical Research; Senior Lecturer in Medicine, Health and Life Sciences at Queen's University Belfast; and is the Distinguished Visiting Professor, Lawrence S Bloomberg Faculty of Nursing, University of Toronto, Canada.



### Associate Professor Geoffrey Faulkner

Associate Professor Geoff Faulkner was awarded the 2016 Ruth Stephens Gani Medal at the prestigious Australian Academy of Science Awards for his work which could underpin future treatments for brain disorders such as Alzheimer's disease and schizophrenia.

“Our work is intended to better explain how the brain works by analysing the complete set of genes—the genome—present within individual brain cells.

“By locating where mutations are taking place in the genome, we are building a better understanding of how they may make cells function differently.

“Our experiments suggest that the frequency and pattern of mutations are very different in the brains of schizophrenia and Alzheimer's disease patients, compared to healthy individuals,” A/Prof Faulkner said.

## New hope for our smallest patients

**Almost one in 10 babies are born prematurely.**

Many of these babies will face serious health concerns, including disability.

A newly completed Mater Research study has investigated treatments for one such disability—cerebral palsy.

“Our hope is that in the future we will have a **treatment to protect these vulnerable babies.**”

“Our pilot study was the first in the world to show that preterm babies rapidly become sulphate deficient, unless the mother has received magnesium sulphate,” study co-author and Mater Researcher Dr Paul Dawson said.

“Sulphate is an important nutrient for healthy growth and development and is supplied from mother to baby during pregnancy. Infants born at full-term are able to make sulphate, but infants born preterm have not yet developed the mechanisms to do this,” Dr Dawson said.

Magnesium sulphate given to mothers shortly before preterm birth has been shown to reduce the risk of cerebral palsy, however this treatment is unpleasant, not suitable for all mothers and very expensive.

While previous research indicated that the protective effect was magnesium, Mater Researchers believe it is the sulphate that provides protection from cerebral palsy. With this in mind, researchers are working on proving this link in order to then create a simpler treatment which could be given soon after birth to all babies born prematurely.

This much larger study will look at whether low sulphate levels in the first week of life can identify which preterm babies go on to develop cerebral palsy and other disabilities.

The pilot study was generously supported by a Golden Casket donation. As a result of this study, Mater Research has obtained government funding to support the next phase of the research.

“It is wonderful to see the positive impact of our annual contribution to this important ground breaking research conducted by Mater,” Golden Casket Chief Operating Officer Sue van der Merwe said.

**Golden Casket has supported Mater for more than 90 years and continues to make an annual donation of \$500 000 from proceeds to fund worthwhile projects that enhance the lives of Queenslanders.**

## Unexpected win enhances Mater connection

“This has been our rainbow after a very dark and stormy year.”

Mater Prize Home supporters often feel a strong connection to Mater Little Miracles, but for winner Karen, her unexpected win was truly heaven sent.

Karen had just dropped her father off for a doctor’s appointment when she went to run some quick errands for the day, including picking up her mail. Amongst her mail was a letter from Mater Lotteries informing her she was the proud owner of a Prize Home in Hamilton Reach.

“As soon as I read the first line, I needed to sit down ... it was 40 minutes until I could get up again ... I had to wait to drive ... I was just in shock.

“When I finally picked Dad up again and told him the news he was delighted, he couldn’t wait to get home and get on the phone to tell everyone about it,” Karen said.

The news of her win was a wonderful and unexpected surprise for Karen and her entire family, and provided some joy after a difficult year.

“Mum passed away recently from a brain tumour. It has been a difficult time for us all, and I moved in with Dad to help take over his care.”

Karen and her family have been long-time supporters of Mater, inspired by her late mother’s compassion.

“Mum was actually involved in making the memory boxes at Mater for the parents of little babies born prematurely that didn’t survive. Her work would be in thousands of homes across Brisbane now.

“Every time I would visit Mum and Dad there would be lots and lots of boxes being painted ... it always made me realise just how many sick and premature babies are cared for at Mater.

“Buying a ticket wasn’t a hard decision, especially with Mum passing away earlier in the year ... and I feel like, that perhaps in a small way, she has had a hand in this.”

Congratulations, Karen.

## Supporting patient care in different ways



### Music hits the right notes

Mater's arts and health program uses arts initiatives to support health conditions, promoting better health outcomes and positive mental health. One popular initiative of the program is Mater's 'Sing for Health' choir, whose membership includes staff, volunteers and patients.

The choir, which performs twice a year, supports the broader 'Music in the Mothers' initiative, a monthly live musical performance in the foyer of Mater Mothers' Hospital, followed by a performance on a ward for the enjoyment of patients and staff.

More than 80 per cent of choir members believed the choir had made a positive difference in their lives.

"Joining the choir has shown me a new level of happiness. It has introduced a new interest and I feel so overjoyed and happy. I've had a couple of medical setbacks and the choir has made them seem miniscule."

The 'Sing for Health' choir and 'Music in the Mothers' initiatives are funded by Mater Foundation.



## The heart of Mater—Mary's story

Our Heart of Mater series showcases the stories of Mater People and patients which reflect Mercy in action, to coincide with the Holy Year of Mercy (8 December 2015 to 20 November 2016).

When Mary joined Mater as a Pastoral Carer more than nine years ago, she wasn't sure what to expect.

"My role is unique in that I am here to be present for a patient, to listen, to respond. While I think it's truly a reflection of our Mission in action, at first it was difficult to know where I fit within such a busy environment."

It didn't take long for Mary to find her place.

She landed on Wards 8A and 8B, Mater Hospital Brisbane, and has been there ever since.

"I remember one of my earlier cases quite well. I was paged to the ward because a young woman had received a difficult diagnosis. I went to her room, and shortly after introducing myself, her sister phoned, and she said 'I've just been diagnosed with cancer and I'm standing here with a stranger,' and that's when the enormity of that situation hit home.

"I imagined myself in that position—being told your life would end, and being in a room with someone you'd never met. How does that not strike a chord?"

"I remember her quite well. She wasn't much for words, but I remember her often blowing me away with some of her thoughts and insights ... I visited on a regular basis and became a familiar ally, and she asked me to attend her funeral when she passed away."

"Yeah, that stuff, that stays with you."

"I think the thing with this role is, there is always another person and they each have their own unique story. On the one hand, it helps keep you busy so that you don't focus too much on the heartbreak. There are many people that are alone or in need, and that is why the Pastoral Care Service is here, we can be there in those moments."

Mary's role allows her to help patients in a variety of ways—from sharing a cup of tea to helping navigate their way through the emotions of a day filled with tests, treatments and those 'sick of being sick' days—all of which are grounded in Mater's Mission and Values to provide compassionate care to those who need it most.

## Trekking through Machu Picchu

As Mater's Director of Palliative Medicine and clinical program leader for Palliative and Supportive Care Research at Mater Research, Professor Janet Hardy spends her days with patients who are in the final stages of illnesses, including prostate cancer.

In 2015, she decided to put on her hiking boots and trek through Machu Picchu to support prostate cancer research at Mater.

Not only did Professor Hardy join the 13 day trip, which included a four-day, 44-kilometre trek along the Inca Trail to Machu Picchu, she also raised almost \$8000 to support research to help improve the quality of life of those suffering from prostate cancer.

The Machu Picchu trek raised \$273 000 for prostate cancer research at Mater.



# A Mission without borders

## The Solomon Islands

Mater Private Hospital Brisbane perioperative nurse Jessica Bowe and Mater Visiting Medical Officers Dr Cameron Cooke (orthopaedics) and Dr Attila Nagy (anaesthetics) were invited to visit Atofi Adventist Hospital in the Solomon Islands in 2015.

Invited by the hospital's CEO, Peggy Kendall (a former Mater nurse), the team familiarised themselves with the hospital, the health issues and the cases that the hospital commonly treats, in an effort to be prepared to conduct a clinic on their next visit.

During their visit, Dr Nagy spent time working with the doctors and nurses to ensure that the hospital's anaesthetic equipment could be

used to give a general anaesthetic to future patients (until now, the hospital has always operated under local anaesthetic and sedation).

Dr Cooke also met with a number of patients with orthopaedic problems, from severe osteoarthritis to fractured arms and legs, while Jessica spent time teaching the student nurses.

"I found this opportunity to teach the operating theatre nurses an incredible privilege," Jessica said.

Located on the island of Malaita, Atofi Adventist Hospital cares for the local population of about 160 000 people, who live in small remote villages across the island without any modern amenities.



Dr Cooke, Jessica Bowe, former Mater Person, and CEO of Atofi Adventist Hospital, Peggy Kendall and Dr Nagy.



Dr Olson, Mater patient Gerhard and his wife, and Dr Lehn.

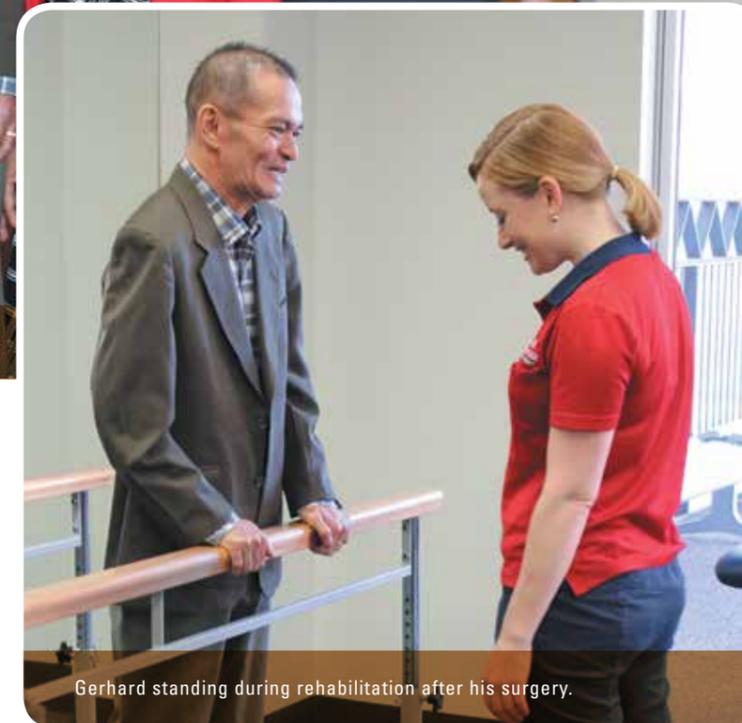
## The Philippines

Mater Centre for Neurosciences and associated Mater teams generously donated their time and skills to provide life-saving surgery to a Filipino patient suffering from a rare neurological condition known as Lubag.

Neurosurgeon Dr Sarah Olson and Neurologist Dr Alex Lehn performed Deep Brain Stimulation on patient Gerhard Infante, with the support of their colleague Neurosurgeon Dr Bruce Hall. The surgery helped alleviate pain caused by the genetically inherited dystonia—only seen in males on the island of Panay in the Philippines—which causes debilitating Parkinsonism symptoms.

Mr Infante is the second person with Lubag treated by doctors in Australia, with Dr Olson and Dr Lehn successfully operating on his uncle, who also suffers from the condition, more than five years ago.

The condition, which causes muscles to contort resulting in stiff, uncontrolled rigid movements, meant Mr Infante could barely walk and suffered excruciating pain.



Gerhard standing during rehabilitation after his surgery.

With symptoms generally presenting in men during their thirties, Mr Infante was hopeful he had escaped the illness, but began showing symptoms at age 47, after being married for just eight months.

The condition, which has already taken the life of two of Mr Infante's brothers, has been traced to a genetic mutation. While the disease cannot be cured, through surgery, Mr Infante will receive symptomatic relief and his life will be prolonged. A life he plans to enjoy with his wife.

**Dr Olson and Dr Lehn said they were proud to donate their services in the tradition of Mercy for which Mater is renowned, to provide compassionate care to those who need it most.**

## Reflecting on years of commitment

### Mater Children's Hospital

Helen Gregory's new book about the 83-year history of Mater Children's Hospital, *Caring and Compassionate, the Mater Children's Hospital 1931 - 2014*, is a tribute to all Mater People including doctors, nurses, therapists and other staff who cared for tens of thousands of 'Mater Children' during this time.

Launched on 3 December 2015 by former Mater Chief Executive Officer, Dr John O'Donnell, the book tells the Mater Children's Hospital story, from its opening by the Sisters of Mercy during the Great Depression, to its closure on 29 November 2014—all against the background of rapidly growing and diverse South East Queensland populations, developments in paediatrics and changes in Governmental health policies.

The book is a companion to Helen Gregory's centenary history of Brisbane's Mater Hospitals, *Expressions of Mercy*.



Mater Group CEO Dr Shane Kelly, Sr Angela Mary Doyle, author Helen Gregory and former Mater CEO Dr John O'Donnell.

### Smiling for Smiddy

In August 2006, young triathlete and physiotherapist Adam Smiddy lost his battle with aggressive melanoma, aged just 26.

His devastated triathlon coach and close friend Mark 'Sharky' Smoothy honoured Adam in a unique way—by cycling 1600 kilometres from Brisbane to Adam's hometown of Home Hill, just outside Townsville.

By the time Mark, and friends Ron and Oliver reached Home Hill, the trio had raised \$24 000 for cancer research, and Smiling for Smiddy was born.

Ten years later, what began as three friends riding to mourn their lost mate has grown into an incredible community. Each year, more than 400 dedicated people from all walks of life come together in the spirit of Smiddy to take up the challenge of funding cancer research at Mater through cycling and triathlon challenges.

"To date, Smiling for Smiddy events have not only honoured our family and friends touched by cancer, but we've raised more than \$6 million to support cancer care and research at Mater" said Mark.

Smiling for Smiddy contributes to world-class research projects at Mater including melanoma, prostate, breast and ovarian cancers, as well as complementary therapies to improve the quality of life for thousands of Australian cancer patients.



## Mater Mission Fund: helping our most vulnerable



Sometimes it's the little things which can make the greatest difference to a family in need.

Dealing with the sudden loss of a family member is heartbreaking at any time, but when you're far from home, the sense of uncertainty can be overwhelming.

Thanks to the support of our generous donors, the Mater Mission Fund is able to provide assistance to patients and their families who are experiencing financial hardship due to medical treatment costs.

Last year, one of the beneficiaries was a family whose mother, aged 45, passed away suddenly following a stroke and heart attack.

South Australian mother-of-eight Katie\* had made the long journey to north Queensland to visit one of her daughters when she fell ill.

After being assessed at a local hospital, Katie was flown to Brisbane and admitted to Mater Hospital Brisbane's Intensive Care Unit.

Her family hoped for the best. Two of them borrowed money to travel to Brisbane to see Katie and be with her son, who had also come to Brisbane.

Sadly, Katie passed away before they arrived.

With limited financial resources, Katie's family didn't know what to do.

They wanted to take her home to South Australia for a burial, as is the custom, but they couldn't afford the transport costs on top of the cost of a funeral.

Mater was able to provide Katie's family with assistance when they needed it most; Mater Mission Fund covered the cost to repatriate Katie's body to South Australia for burial.

The fund also covered the cost of one night's accommodation in Brisbane and flights for her family to return to South Australia.

**Being able to take their mum home meant the world to this family in their time of need.**

\*Name changed to protect the person's identity.

## Supporting Mater Little Miracles



### Mater maternity and baby care products grow to meet need



Mater's range of maternity and baby care products welcomed their latest addition in 2015—*Mater Nappy Balm*.

The balm's unique formula is designed to replicate the protective barrier qualities of vernix—the naturally occurring substance produced in the womb which coats and protects baby before birth—repelling wetness while maintaining breathability to protect baby's sensitive skin.

The availability of our product range, which was co-created by Mater Midwives + Mums, also expanded through an exciting partnership with Woolworths.

This milestone has seen the range stocked within 11 Woolworths stores across the South East Queensland region, reinforcing the quality of the product range following its Australian Made certification for the skin care products earlier in the year.

Proceeds from Mater's product range help support Mater Little Miracles to help fund specialist life-saving care and research that will help give babies the best possible start to life.

## Moubment Group

Since the birth of his two children, Brisbane restaurateur Mel Moubarak has become the driving force behind the Moubment Group's support of Mater Little Miracles.

Moubment Group—a boutique hospitality group comprising several venues across Brisbane—has raised more than \$70 000 to support seriously ill and premature babies at Mater during the past few years.

Mel and his wife Katie learned about the work of Mater's Neonatal Critical Care Unit following the birth of their son Michael in 2012.

"It really hit home to us how lucky we were that both our babies were born healthy. Unfortunately, not everyone is so lucky," Mel said.

Mel signed up for Mater Little Miracles 5ks Walk—and encouraged his friends and family to do the same—and raised more than \$5000 in his first year.

At the 2015 Mater Little Miracles 5ks Walk at South Bank, the Moubment Group hosted a food stall at the finishing line, with many suppliers donating food and staff volunteering their time support Mater Little Miracles.

## New appointments to Mater Group Executive



Mr Callan Battley

Mr David Kempson

Ms Toni Casey

To support the delivery of the *Exceptional Every Time* Strategy, the Mater Group Executive expanded in 2016, welcoming Callan Battley (Chief Nursing and Midwifery Officer), David Kempson (Chief Information Officer) and Toni Casey (Group Director, Risk and Audit).

Callan has worked in the healthcare industry for almost 20 years, commencing in clinical roles before transitioning to numerous senior management positions. As Mater's Chief Nursing and Midwifery Officer, Callan partners with key leaders, staff and specialists to support the delivery of safe, high-quality, evidence-based healthcare. He has a range of clinical experience from oncology and general medicine through to intensive care nursing, supporting his extensive experience within the fields of education and staff development.

David joins Mater as our Chief Information Officer with more than 30 years' experience in the technology field, with the past decade being predominately in healthcare technology leadership roles. David's vast experience in this sector includes Chief Information

Officer roles for healthcare organisations in both Australia and the United States of America, and he also holds the role of section lead on the Digital Hospital Standards Development Team for Standards Australia.

Toni joins Mater following more than seven years with The University of Queensland, and brings a broad range of risk, compliance and audit experience across the commercial and higher education sectors. Toni's appointment further strengthens Mater's approach to risk and audit and will increase our focus on key clinical, regulatory, business and compliance risks.

Mater's CEOs of Research (Professor John Prins), Education (Donna Bonney) and Foundation (Nigel Harris) have also joined the Group Executive.

The appointment of these key leadership positions supports the integration of health, education and research to provide safe, high-quality patient care in a sustainable manner.

## Kevin Enchelmaier— more than just road crew



Volunteering can be a wonderfully rewarding experience. But when you volunteer for 50 days on the road each year, averaging about five hours of sleep per night, you know it's much more than just a hobby.

For Smiling for Smiddy's road crew king, Kevin Enchelmaier, it's definitely more than a hobby.

Kevin has been Smiling for Smiddy's rear support driver for nine years and, in that time, has volunteered at an incredible 70 events, which have taken him to every corner of Australia.

In fact, the only Smiddy event he's missed in nine years was because the dates clashed with his son's wedding in 2013.

For Kevin, it's a labour of love.

"It's the people who bring me back. I lost my Dad to cancer too, so I also feel like I can add to the awareness—talking to people, asking if they've been checked lately, you almost become an ambassador."

So, what does the rear support driver do?

"I stop any cars coming from behind us and I'll tell the lead vehicle at the front of the peloton if there's a car or truck behind me and help them pass."

During an event, Kevin's days start at 4.30 am and end at 11 pm. He cooks barbeques, repairs tyre punctures, refills water bottles, helps with laundry—and that's in between driving hundreds of kilometres.

Kevin also makes sure 'his cyclists' drink enough water, eat plenty of fruit and get to bed early.

Kevin's dedication was recently honoured when he was named the 2016 Fundraising Institute of Australia Volunteer of the Year.

"It was special to be recognised, but from the start, I've never had a doubt that my efforts weren't appreciated. The riders always thank me. In fact, I think they thank me 20 times a day!"

**And we're glad they do. Without volunteers like Kevin, Smiling for Smiddy rides would not be the same. In fact, they may not even be possible.**

## Caring for those affected by cancer

### RACQ International Women's Day Fun Run

On 6 March 2016, the streets of Brisbane turned pink in support of Mater Chicks In Pink and women with breast cancer cared for at Mater. Ten thousand women and a few brave men took on the 25th RACQ International Women's Day Fun Run, raising more than \$270 000, which will allow Mater Chicks In Pink to continue to provide support services for women with breast cancer and their families.

One of the ten thousand participants was Meera Honan, who raised more than \$8500 in honour of her best friend Natalie who lost a 20-year battle with breast cancer in December 2015.

Determined to channel her grief into something positive, Meera registered for the fun run, and asked her friends and family to support her by making a donation to Mater Chicks in Pink in Natalie's honour.

In just a few short weeks and with unanticipated support, Meera became the highest fundraiser, and was joined on event day by a group of family and friends who all 'ran for Nat'.

Meera's simple desire to play a part in having an impact on breast cancer support, has contributed to providing 114 home cleaning services, 36 counselling programs, 19 mastectomy bras and one memory box for some of the 1000 women treated at Mater for breast cancer each year.



## Dr Geoffrey Hirst recognised during Queen's Birthday Honours List

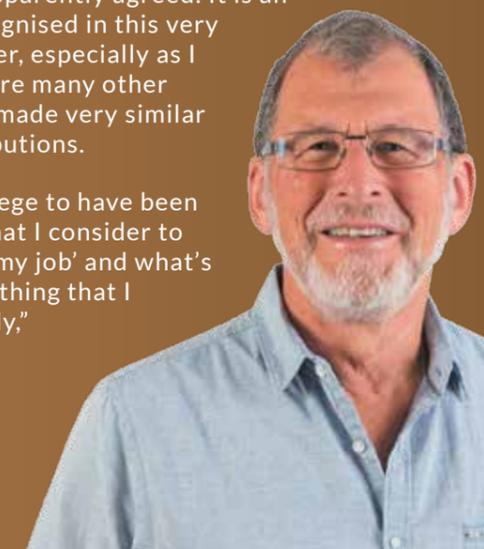
Mater Board Director Dr Geoffrey Hirst was honoured during the Queen's Birthday 2016 Honours List, receiving a Member of the Order of Australia (AM) in the General Division for his significant service to medicine, particularly in the field of urology, as a clinician, and to medical education and administration.

Dr Hirst has held a number of roles at Mater, including as the Director, Department of Urology and Continence (2004 to 2013), Director, Division of Surgical Services (2004 to 2010) and Senior Risk Management Consultant, Clinical Safety and Quality Unit (2002 to 2010).

He has had a distinguished career in a wide variety of medical roles since completing his urological training in 1975. He has also held a number of executive positions before being appointed to the Mater Board in 2013 and as Chair of the Mater Clinical Advisory Board in 2016.

"I am very grateful to those who were kind enough to consider that I had made a sufficiently significant contribution to justify my nomination and to the Order of Australia Committee who apparently agreed. It is an honour to be recognised in this very prestigious manner, especially as I know that there are many other people who have made very similar or greater contributions.

"It is truly a privilege to have been recognised for what I consider to have been 'doing my job' and what's more, doing something that I enjoyed immensely," Dr Hirst said.



*In loving memory*

## Dr David Serisier 1970 to 2015



Born in Papua New Guinea on 16 April 1970, Dr David Serisier returned to Australia with his family in 1976. Graduating from The University of Queensland in 1993, Dr Serisier joined Mater as a junior doctor in the late 1990s before working at Princess Alexandra Hospital and in Southampton, England, where he commenced his MD. Returning to Mater in 2003, he quickly made his mark through his approach to physician training, which delivered dramatic improvements in standards and results for those sitting exams.

In 2006, Dr Serisier became Treasurer of the Thoracic Society of Australia and New Zealand, while also serving on the Board of Cystic Fibrosis Australia. In 2012, he joined the Board of Lung Foundation Australia, becoming the Chair shortly thereafter in 2013.

That same year, after many years of work, he published the BLESS study—a world-first randomised blinded study of erythromycin in bronchiectasis.

Dr Serisier was instrumental in revolutionising respiratory medicine at Mater, elevating the respiratory unit to be one of the most efficient and effective in the country.

He was an enthusiastic and prolific author who achieved an astonishing output of papers, abstracts and presentations while maintaining a full-time position in respiratory medicine at Mater.

David was also essential to the establishment of the Mater Respiratory Research Biobank in 2014, the first biobank in Australia dedicated to aiding and facilitating research into respiratory disease. In 2016, the facility was renamed *The David Serisier Respiratory Biobank* in honour of his contribution to the field of respiratory medicine.

David was a highly respected clinician and researcher of international standing whose research expertise and talent was matched by a commitment to public health. He will be deeply missed by his patients, colleagues and family, who will remember his inspirational life and achievements.

David passed away on 30 May 2015.

***May his soul rest in eternal peace.***

*In loving memory*

## Associate Professor Laurence Catley 1965 to 2015



Associate Professor Laurence (Laurie) Catley was a senior and highly respected clinician and researcher at Mater.

As an experienced haematologist, his special interest was in the care of patients with myeloma and thalassemia. Laurie developed his research interests at the Dana-Farber Cancer Institute in Boston, Massachusetts, where he was privileged to be a part of some major breakthroughs in the development of new effective treatments for haematological malignancies. These new treatments are now having a significant impact on extending the life expectancy of many patients with malignant haematological disease.

In 2006, Laurie came to Brisbane as Director of Haematology at Mater and Research Associate at Mater Research. He was the recipient of numerous awards, including an International Myeloma Foundation Senior Research Award.

He continued to investigate new treatments as a clinical haematologist at Mater Cancer Care Centre, and contributed to scientific research at Mater Research.

Laurie served for many years on the Mater Research Scientific and Human Research Ethics committees and chaired the Drugs and Therapeutics committee. He managed the stem cell program through Mater Pathology and chaired medical grand rounds each week. He was a supervisor and trainer of both haematology and general medical trainees.

Laurie passed away unexpectedly in his sleep on 21 September 2015. His untimely death is a great loss to his patients, friends and colleagues at Mater.

***May his soul rest in eternal peace.***

We acknowledge and remember all Mater People, Sisters of Mercy, Mater patients, donors and all members of our extended Mater community who have passed away during 2015 and 2016.

# In loving memory

## Loyce Gordon 1916 to 2015

Sr Loyce Gordon (previously known as Sr Mary Conrad) arrived at Mater in 1937 and was apprenticed to Sister Mercia M. Higgins in the Mater Pharmacy at Mater Private Hospital Brisbane. After qualifying as a pharmacist in 1941, she was transferred to the Pharmacy within Mater Adult Hospital (now Mater Hospital Brisbane) where she was in charge during the difficult war years.

In 1946, Sr Loyce transferred to Mater Pathology at the request of Sr Mercia Mary, who needed help conducting biochemical tests. She remained in the Biochemistry Department until her retirement in 1985, but always maintained her interest in pharmacy. She was a member of the Australian Institute of Medical Laboratory Scientists, and assisted in training staff at Mater.

After her retirement, Sr Loyce remained at the Mater Convent for many years. Sr Loyce passed away on 20 October 2015.

*May her soul rest in eternal peace.*



# In loving memory

## Sr Rita Caplin 1932 to 2015

Sr Rita Caplin, who resided at the Mater Convent was Principal of Sacred Heart Primary School from 1977 to 1983.

She passed away peacefully on 21 October 2015.

*May her soul rest in eternal peace.*

# In loving memory

## Dr Grace Croft 1928 to 2015

Dr Grace Croft was Mater's first Assistant Director of Nursing (Research), and was instrumental in the development of Mater's Nursing Research Centre in 1992. In 1996, the centre became responsible for The Queensland Centre for Evidence Based Nursing and Midwifery, a collaborating centre of The Joanna Briggs Institute, with Dr Croft as the inaugural Director. Dr Croft resigned from this position in 2002.

Dr Croft had decades of experience in both nursing and nursing research, and her Mater knowledge saw her sit on the Steering Committee for Helen Gregory's 2006 publication, Expressions of Mercy, Brisbane's Mater Hospitals 1906-2006.

Dr Croft passed away peacefully on 10 October 2015.

*May her soul rest in eternal peace.*



# In loving memory

## Dr Trevor Myers 1938 to 2015

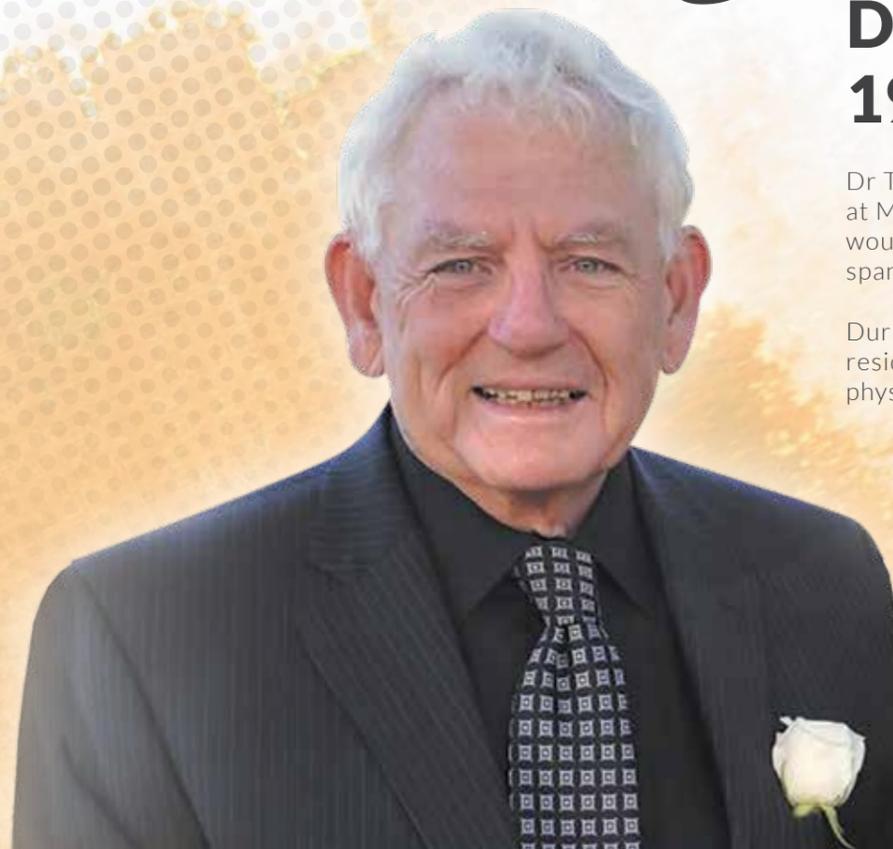
Dr Trevor Myers began his Mater career at Mater Hospital Brisbane in 1961. It would be the beginning of an association spanning more than 50 years.

During his early career, Dr Myers served as both a resident and registrar before becoming a consulting physician at Mater Private Hospital Brisbane.

Remembered for his scholarship as a physician and his humble humanity, Dr Myers practised at Mater until 2014.

After a long battle with cancer, Dr Myers passed away peacefully on 3 February 2015.

*May his soul rest in eternal peace.*

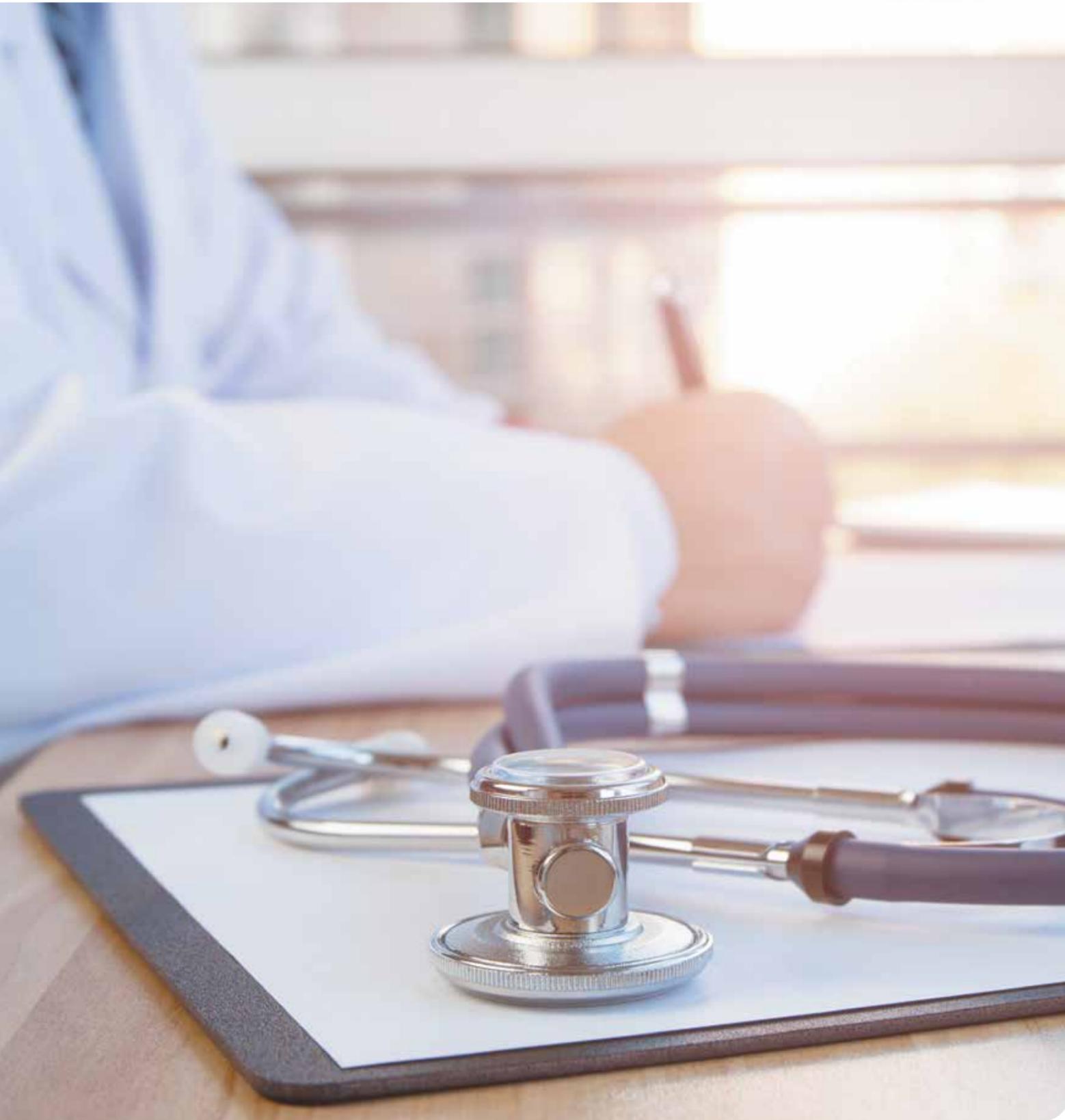


# Our governance



Through their strong, vibrant and cohesive leadership, our Boards govern and guide Mater, ensuring we operate as a connected organisation committed to the delivery of our Mission in the tradition of Mercy for which we are renowned.

# Mater Group organisational structure



## The Mater structure changed in early 2016 as we commenced implementation of the *Exceptional Every Time Strategy*.

The new Mater Group structure reflects our commitment to more closely integrating Mater Health, Mater Education and Mater Research to further improve the delivery of health services, positioning Mater as a leader across these fields.

Mater now functions as a connected group under a single leadership team, supported by enhanced clinical leadership through the creation of medically-led clinical streams.

This leadership team—Mater Group Executive—comprises leaders from across Mater Health, Mater Education, Mater Research and Mater Foundation, and is committed to the delivery of safe, high-quality patient care in a sustainable manner.

The Mater Misericordiae Limited Board is also enhanced through strong partnerships with the subsidiary Mater Research Board, Mater Education Board and Mater Foundation Board, further reinforcing our commitment to integrating health, education and research across all levels of the organisation.

### Clinical streams

In order to facilitate the closer integration of health, education and research, Mater is reorientating clinical leadership structures to align with defined clinical streams, and empower clinicians through more direct reporting lines and defined, patient-centred accountabilities.

Mater's identified clinical streams will feature a triumvirate in each comprising a medical leader, nursing director and business manager to provide streamlined leadership across the following:

- cancer services
- medical and chronic disease services
- mothers, babies and women's health services
- neurosciences
- surgical and acute services.

### Analytics and Performance Team

Mater has also established an innovative Analytics and Performance team, to facilitate improvement of key clinical and non-clinical processes through expert data analysis.

This team will highlight trends, variability and opportunities for improvement, which in turn will support decision-making for improvement initiatives and the delivery of safe, high quality care across the continuum of Mater patient journeys.

# Our leaders

## Mater Misericordiae Limited Board of Directors

- Brian Flannery  
(Chairman of the Board)
- Professor Catherine Turner
- Dr Geof Hirst
- John Reynolds
- Kate Farrar  
(resigned August 2016)
- Laurence Rogencamp  
(Company Secretary)
- Sr Pauline Burke rsm
- Peter Pearce
- Terry Crawford
- Vince O'Rourke (Deputy Chair)

## Mater Education Board

- Professor Catherine Turner
- John Reynolds (Chair)
- Laurence Rogencamp  
(Company Secretary)
- Emeritus Professor  
Michael Ward
- Dr Shane Kelly

## Mater Research Board

- Dr Carrie Hillyard  
(Deputy Chair)
- Professor David McIntyre
- Professor Geoff Kiel
- Jim Walker AM (Chair)
- Professor Melissa Brown
- Professor Perry Bartlett
- Dr Shane Kelly
- Steven Denaro  
(Company Secretary)
- Terry Crawford

## Mater Foundation Board

- Allan Pidgeon
- Bill Noye
- Chris Kable
- Janet Wilson
- Jason Titman
- John McCoy
- Professor John Prins
- Joseph O'Brien
- Laurence Rogencamp  
(Company Secretary)
- Phil Hennessy (Chair)
- Raewyn Bailey
- Dr Shane Kelly
- Simon Porter (Deputy Chair)
- Xavier Kelly

## Holy Cross Laundry Board

- John McAuliffe
- Laurence Rogencamp  
(Company Secretary)
- Maree Blake
- Richard Marszalek
- Vince O'Rourke  
(Chair)

## Mater Group Executive

- Callan Battley—  
Chief Nursing and  
Midwifery Officer
- Caroline Hudson—  
Chief Human  
Resources Officer
- Chris Perkins—  
Chief Financial Officer
- David Kempson—  
Chief Information Officer
- Donna Bonney—  
Chief Executive Officer,  
Mater Education
- Ieuan Hyde—  
Chief Marketing Officer
- Dr John Gilmour—  
Group Director,  
Infrastructure and  
Clinical Support
- Professor John Prins—  
Chief Executive Officer,  
Mater Research
- Madonna McGahan—  
Group Director  
Mission Leadership
- Nigel Harris—  
Chief Executive Officer,  
Mater Foundation
- Sean Hubbard—  
Chief Operating Officer,  
Mater Health
- Dr Shane Kelly—  
Group Chief  
Executive Officer
- Toni Casey—  
Group Director,  
Risk and Audit



# Our supporters



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 helps us build a strong, sustainable future by contributing to the provision of ground-breaking research, education, care and community outreach.

*Thank you to those who have generously supported Mater either financially or through the donation of their time.*

# List of donors

## Thank you

**Mater Foundation thanks our corporate partners, sponsors and supporters for their generous contributions to our campaigns and events.**

- Allens Linklaters
- ATCO Structures and Logistics Pty Ltd
- Australia and New Zealand Banking Group Ltd
- Auswide Bank
- Bendigo Bank
- Bottlemart
- BICARE Inc
- Big W
- Brisbane Convention and Exhibition Centre
- Child's Play Charity
- Coca-Cola Amatil
- Construction Income Protection Limited
- Corporate Traveller
- Costco Wholesale
- Council of Queensland Insurance Brokers
- Covidien
- DesignerLicious
- Ellison Specialised Properties Pty Ltd
- Fergies
- Gas Media
- goa
- Holy Cross Laundry Pty Ltd
- Honda Power Equipment
- Hyundai Motor Company
- IGA X-press, IGA and Supa IGA stores of Queensland
- Incolink
- JJ Richards and Sons Pty Ltd
- Jardine Lloyd Thompson Pty Ltd
- Josh Develop

- K & V Enterprises
- King & Wood Mallesons
- Lendlease
- Lexus Owners' Gift
- Lions Prostate Cancer Research and Treatment Project
- LJ Hooker Land Marketing
- Longitude Insurance
- Mancorp Quality Homes
- Misa Constructions
- Mondo Architects
- The Myer Centre - Christmas Wrapping Team
- Nine Network
- Oatley Fine Wine Merchants
- The Ol'Friend Goodyear
- Olympus Australia
- Optus
- Ormiston College Secondary School
- Pacific Resorts Hotel Group
- Pitcher Partners
- Plantation Homes
- Professional Cleaning Services
- Queensland Hotel Association
- Queensland Urban Utilities
- RACQ
- realestate.com.au
- rebel
- Ronald McDonald House Charities
- Southern Cross Austereo
- Sealy of Australia
- Simon George & Sons Pty Ltd
- Springfield Land Corporation
- Springmount Services
- Staples
- Stryker
- Summit Fleet Leasing and Management
- Sunnybank Community & Sports Club

- Tatts Group
- Ten4Men
- The Advertising Works
- The GPT Group
- Toyota Motor Corporation Australia
- Triumph
- Turner & Townsend
- Waterfront Place by Dexus
- Woolworths Petrol
- Zupps AHG Qld

**Mater Foundation thanks all the Trusts and Foundations, fundraisers, donors, lottery supporters, and participants in our events during 2015 and 2016.**

**Your support of Mater Foundation contributes to the provision of exceptional care at Mater, supports world-class research and positively impacts the lives of patients and their families every day.**

- Arbonne Charitable Foundation
- Ausenco Foundation
- Celma Mastry Ovarian Cancer Foundation
- Cory Charitable Foundation
- Dry July Foundation
- Duncan Family Trust
- The Flannery Foundation
- Greig-Asbury Foundation
- Marian and EH Flack Trust
- The Merchant Charitable Foundation
- The Siganto Foundation
- The Stan and Maureen Duke Foundation
- The T Weston and M Morrison Perpetual Charitable Trust
- The Barnett Family
- G.J. and P.K. Bird
- Russell and Kay Brothers
- Heather Craig

- Catherine Duryea
- Kate Farrar Tony Foster
- John and Kay Gallagher
- John Griffin QC and Lois Griffin
- In Memory of James William Benbow Hebbert
- Dr Carrie Hillyard and Roger Fearne
- John and Gay Hull
- Terry Jackman
- Leisa Kratzmann
- Dan and Kathy Madden
- Tony and Gayle Markwell
- Mary Davis
- The McEnery Family
- Joseph and Sarah O'Brien
- The Paynter Family in memory of Dr Stuart Paynter
- Cesar Perilla
- Allan Pidgeon
- Kim Pradella
- Peter and Catherine Quinn
- Vince and Barbara Rehbein
- Tim Sharp
- The Siemon Family
- Dr Joseph Thomas
- John Waller
- Des and Sharon Whybird
- Dr Felice Zaccari OAM and Margredel Zaccari
- Peter and Mary Pal
- Fundraising efforts of Mater Hospital Brisbane Auxiliary
- Fundraising efforts of Mater Mothers' Hospital Auxiliary
- Fundraising efforts of Mater Private Hospital Redland Auxiliary
- Fundraising efforts of Danielle Brown—Teal for Grandma
- Fundraising efforts of Edwina McVeigh—Cocktails for a Cure
- Fundraising efforts of Katherine Brown—Katherine's Journey

- Fundraising efforts of Shaune Watts
- Fundraising efforts of Logan Police, Mt Lindsay Ulysses Motorcycle Group and Bunnings Browns Plains
- Fundraising efforts of Riverlakes Childhood Cancer Charity Golf Day
- Fundraising efforts of Tamioka Mannell—The Teal Brick Road
- Fundraising efforts of the Olivia's Lunch Committee
- Fundraising efforts of the World's Biggest Garage Sale Committee

**Mater Foundation expresses its sincere appreciation for the charitable bequests received from the following:**

- Estate of Douglas Aitken
- Estate of Elizabeth Bowden
- Estate of Keith Burch
- Estate of Frances Crowley
- Estate of Mary Florence Fitzgerald
- Estate of Frank Hague
- Estate of Peter Hainsworth
- Estate of Edward James Kelly
- Estate of Iris Burwah Mangan
- Estate of Theo Mavromatis
- Estate of Margaret Ann McLennan
- Estate of Patrick B O'Brien
- Estate of Muriel N Poole
- Estate of Dr Rodney Warmington
- Estate of Lenore Maria Zunker

**Mater Foundation would like to thank all our participants in fundraising events throughout the year:**

- Breast ever Brunch
- Bust a Move
- China Wall Walk

- Climb for Cancer
- IGA Lord Mayor's Christmas Carols
- Inca Trek for Cancer
- Mater Golf Day
- Mater Little Miracles 5k's Walk Brisbane and Springfield
- Mater Little Miracles Ball
- Mater Little Miracles Cake Smash
- River to Rooftop
- RACQ International Womens Day Fun Run
- Smiling for Smiddy
- Stadium Stomp
- Tea for Teal

## Generous donor Iris lets her love live on

**Generous woman that she was, Iris Mangan left something priceless to Mater. She left a significant gift in her Will when she passed away last year.**

**Iris was known by her friends and family as an honourable, self-made business woman. She had integrity in all that she did and was a very philanthropic, community-minded person. Iris' ties to Mater are lengthy, and she was a patient several times. Iris wanted to leave a gift that would benefit Mater now and in the future.**

**Iris' endowment gift helps to provide an ongoing income stream for Mater in perpetuity, and for that we will always be thankful.**



## How you can help Mater

Donations to Mater Foundation help purchase life-saving medical equipment, improve patient care and ensure our research teams can continue to find better ways to diagnose, treat and ultimately cure life-threatening diseases.

There are a number of ways you can support Mater in fulfilling our Mission to provide compassionate care to those who need it most.

### Make a donation

Whatever the amount, all donations have a positive impact. A gift to Mater could support a life-saving research project, enhance patient care or help a family in need.

### Make a monthly donation

You can support Mater with a regular monthly gift by direct debit or credit card. By becoming a monthly donor you will help us fund various research and healthcare programs.

### Leave a gift in your Will

A gift in your Will can help Mater provide exceptional care for future generations.

### Buy a lottery ticket

By purchasing a ticket in a Mater lottery you can change both your life and the lives of patients at Mater.

### Participate in one of our community events

Mater Foundation hosts a number of events throughout the year which raise funds for several key initiatives. You can participate in any of these events, or host your own.

For further information about how you can support Mater, including information about our community events, please visit [materfoundation.org.au](http://materfoundation.org.au) or phone **07 3163 8000**.