Dedicated members of the Western Australian community have been serving their fellow citizens in this State, under the umbrella of the St John Ambulance organisation for more than 119 years. The beginnings, in 1892, were humble providing first aid training to a relatively small number of people. In 1922, St John Ambulance took control of the State’s very basic ambulance service. From this modest start, we have grown to the sophisticated and complex organisation we are today. We are the leading provider of first aid training and the most efficient and effective ambulance service in Australia.

The final months of 2009/10 saw the State Government commit to a significant funding increase for St John Ambulance WA, while 2010/11 saw the organisation start to very successfully use the additional funding for growth and development. As previously reported, we have accepted and embraced all 13 recommendations from the Ambulance Service Review and 2010/11 saw the successful implementation of those recommendations.

Some of the highlights were:
- 215,528 ambulance cases;
- 145,054 first aid training students;
- 16 Industrial Health Service Contracts employing 57 health professionals;
- Major enhancements to our State Operations Centre functions;
- Highly successful recruitment campaigns across all areas of our operations;
- The building of a more effective relationship with the Department of Health;
- Continued support from Lotterywest;
- The implementation of a Regional Country model;
- Another very successful Country Conference and State Dinner Dance; and
- Continuing support and acknowledgement of our strong heritage.

The sense of heritage and identity this organisation has is a great advantage in keeping us focused on the values of St John Ambulance. With such a strong heritage it is also important we continue to renew and refresh to ensure we remain a modern and vibrant organisation that connects with staff, volunteers and the community while remaining true to those values.

I believe we are successfully blending our heritage with the needs of our community evidenced by the fact that we are the most successful first aid training organisation in Australia. We provide a very efficient and effective ambulance service throughout the entire State. With our significant volunteer contribution, both in terms of country ambulance services and first aid event services we ensure the best possible pre-hospital care regardless of the circumstance or location of a patient.

We are a service organisation with the motto ‘For the Service of Humanity’, and the success of our organisation is entirely attributable to the commitment and effort of the thousands of staff and volunteers, who make up this great organisation. Thank you for an outstanding year of achievement in which you have all played a part in improving and enhancing the lives of thousands of Western Australians.

Mr Gerard King KStJ
Governance

Mr Shayne Leslie OStJ is absent from photo

Ian Kaye-Eddie
Council Member

Mrs Merle Isbister
Council Member

Mr Gerard King
Chairman
St John Ambulance WA is an Incorporated Association with the governance and operation of the Organisation subject to the provisions of the Western Australian Associations Incorporations Act 1987. The Organisation has a simple governance structure with a single Board (known as the State Council). The Chairman of the Board in Western Australia is also known as the Commandery Lieutenant. The Organisation’s constitution provides for the selection of Board members based on skills and experience. To facilitate this, it specifically states that Board members do not have to be Members of the Order of St John. This allows St John to recruit Board members with specific medical, legal, financial and other skills gained from experience in business and in the community.

The Board is responsible for all major policy decisions in Western Australia. In addition to the main incorporated body, St John Ambulance WA also has a second incorporated body that acts as the Organisation’s Property Trustee and holds all of the Organisation’s real property.

**Mr Gerard King KStJ:** Chairman State Council February 2006 to Current

Mr King joined the St John Council in 1972 and has held the position of Chairman of the WA Ambulance Service Board and Chairman of the State Executive Committee. In 2006 he became the Chairman of the newly formed State Council and is a Knight in The Order of St John. In 1995, Mr King retired from the law firm Phillips Fox after 30 years of employment, and currently undertakes consultancy work in the field of law.

**Ian Kaye-Eddie ASM, KStJ:** Member of State Council October 2007 to Current

Mr Kaye-Eddie has been contributing to ambulance services throughout Australia for more than 33 years. He was Chief Executive Officer of St John Ambulance in WA from 1978 to 2006.

Mr Kaye-Eddie has degrees in commerce, finance and the arts and has studied at universities in South Africa, the USA and Australia.

Ian is a non Executive Director of the Eye Surgery Foundation in Perth and also an Examining Chaplain for the Anglican Diocese of Perth.

**Mrs Merle Isbister, ASM CSJ:** Member of State Council February 2006 to Current

Mrs Isbister joined the WA Ambulance Service Board in 2001 and has been a St John member since 1977. As the Shire of Carnamah President, Mrs Isbister represents country volunteers on the Board. Awarded the inaugural Trainer of the Year Award in 1994, she was Volunteer of the Year in 2006. A Commander in the Order of St John, Mrs Isbister is a Volunteer Ambulance Officer and First Aid Training Co-ordinator at the North Midland Sub Centre.

**Dr Richard Lugg OStJ:** Member of State Council February 2006 to Current

Dr Lugg joined the WA Ambulance Service Board in 1995. Retired from the Medical Department of WA, he is a public health physician specialising in the links between water and human health. Dr Lugg was also a member of the Medic Alert Council of WA. An Officer in the Order of St John, he became Chairman of the Ambulance Service Board in 2002 until it was replaced by the State Council in 2006.

**Dr Harry Oxer ASM KStJ:** Member of State Council February 2006 to Current

Dr Oxer joined St John Ambulance in 1976 as the Medical Director - a position he held until his retirement in 2002. With expertise as a specialist in Anaesthesia and Intensive Care, Dr Oxer has represented St John Ambulance in disaster and emergency medicine both nationally and internationally. A Knight in the Order of St John, Dr Oxer is currently a Medical Consultant with St John Ambulance.

**Jack Barker KStJ:** Member of State Council February 2006 to Current

Mr Barker joined St John Ambulance in 1956 and has been a Commandery Functions Secretary, Director of Ceremonies on the State Executive Committee and member of the State Council. Mr Barker has been an accountant since 1970, and has expertise in areas of taxation, small business, and auditing. He is a Knight in the Order of St John, and was appointed Registrar/Chairman of the Functions Committee from 2002 to 2005.

**Kevin Young KStJ:** Member of State Council February 2006 to Current

Mr Young joined St John Ambulance in 1949 in the Operations and Ambulance service in the Goldfields. He joined the St John Council in 1979 and was appointed Librarian/Museum Curator from 1989 to 1999. Mr Young is a Knight in the Order of St John, and was the Chairman of Community Care, a position he held from 2002 until the Branch closed in 2010.

**Mr Shayne Leslie OStJ:** Member of State Council February 2006 to Current

Graduating from UWA Law School in 1982, Mr Leslie has focused on commercial litigation/dispute resolution with law firms Phillips Fox, Wilson & Atkinson, Talbot Olivier and Metaxas & Hager. An Officer in the Order of St John, Mr Leslie joined the Ambulance Service Board in July 2002 and was a member of the Board until it was replaced by the State Council in 2006.
In fulfilling our vision and purpose we are guided by the following principles
It has been a very exciting year for St John Ambulance WA. Last year, I reported on our commitment to accept the challenges posed by the Ambulance Service Review, to rise to the occasion and position ourselves to continue providing high quality first aid and ambulance services. It has been a year in which we have done exactly that. Having accepted the 13 recommendations of the Ambulance Service Review in 2009, the State Government provided a significant funding increase for ambulance services in the budget handed down in May 2010. With the funding hurdle removed, we could confidently look to 2010/11 as the year to start the task of rebuilding the capacity necessary to continue delivering high quality ambulance services in this State.

The goals for the year were:
- Recruit the large number of staff provided for in the contract with the Department of Health;
- Improve the organisation’s financial position to ensure its sustainability;
- Implement the country regionalisation project;
- Implement the new Clinical Governance framework including clinical incident and sentinel adverse event reporting;
- Increase the capacity of the State Operations Centre including a dedicated country dispatcher and structured call taking;
- Maintain our first aid training numbers while improving the financial result from first aid training; and
- Continue to grow Industrial Health Services.

All of these goals were achieved and it is a credit to our staff for the way they rose to the challenges and achieved so many outstanding results for the year.

The strength of the St John model in Western Australia is the integrated nature of the pre-hospital services we provide. From teaching the community first aid, providing high quality first aid services at events and a community based first responder system, through to providing the State’s ambulance and paramedic services, we maintain a focus on all aspects of pre-hospital care with the aim of doing what it takes to obtain the best possible patient outcomes.

A major feature of our integrated model is the way in which volunteers make such an outstanding contribution. Western Australians would not have ambulance services in every country town without the three million hours of voluntary duty contributed every year by 4,000 incredibly dedicated volunteers. The organisation has been successful in blending career paramedic services with volunteer services, first aid training and first aid at public events in a special way. The result is that we have more people being trained in first aid than anywhere else in Australia, and ambulance services across WA that are the most efficient and effective in the country. Whether it is the 92 per cent of ambulance cases completed by paramedics or the 8 per cent of cases completed by volunteers, Western Australians can be both confident and proud of the quality of ambulance services in this State.

Tony Ahern

ST JOHN AMBULANCE ANNUAL REPORT 2010/11
## State-wide Resources for 2010/11

<table>
<thead>
<tr>
<th>Ambulance Service</th>
<th>Ambulance Vehicles</th>
<th>Other Vehicles</th>
<th>Personnel</th>
<th>Patients / Customers during 2010/11</th>
<th>Number of People trained in First Aid during 2010/11</th>
<th>Ambulance Cover Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metropolitan</td>
<td>112</td>
<td>87</td>
<td>882</td>
<td>78</td>
<td>171,462</td>
<td>110,569</td>
</tr>
<tr>
<td>Country Career Sub Centres</td>
<td>46</td>
<td>12</td>
<td>87</td>
<td>476</td>
<td>24,552</td>
<td>8,921</td>
</tr>
<tr>
<td>Country Volunteer Sub Centres</td>
<td>283</td>
<td>15</td>
<td>25</td>
<td>2,615</td>
<td>19,514</td>
<td>8,574</td>
</tr>
<tr>
<td>External Trainers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Sub Total</strong></td>
<td><strong>441</strong></td>
<td><strong>114</strong></td>
<td><strong>994</strong></td>
<td><strong>3,169</strong></td>
<td><strong>215,528</strong></td>
<td><strong>145,054</strong></td>
</tr>
<tr>
<td>Volunteer First Aid Service</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Care (up to December 2010)*</td>
<td></td>
<td></td>
<td>27</td>
<td>827</td>
<td>5,317</td>
<td></td>
</tr>
<tr>
<td><strong>Community Care</strong></td>
<td><strong>0</strong></td>
<td></td>
<td></td>
<td><strong>120</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>441</strong></td>
<td><strong>141</strong></td>
<td><strong>994</strong></td>
<td><strong>4,116</strong></td>
<td><strong>220,845</strong></td>
<td><strong>145,054</strong></td>
</tr>
</tbody>
</table>

*Statistics provided for the Community Care service are provided from 30 June 2010 - December 2010 as the service was closed at this time.
Executive
Tony Ahern
Chief Executive Officer
Tony joined St John Ambulance WA in 1973 as a cadet and in 1980 he became a career ambulance officer. In 1989, after completing a business degree Tony moved into accounting and computing services taking a lead role in modernising St John Ambulance WA’s administrative and financial systems. He went on to complete a Masters of Information Systems researching the investment made by every Australian ambulance service in information technology. In 2000, he was made Deputy Chief Executive Officer and in 2006 Tony was appointed Chief Executive Officer (CEO). Tony has attended the London Business School to further develop his leadership skills and in 2004 he was awarded the prestigious Ambulance Service Medal.

Ashley Morris
Technical Services Director
Ashley joined St John Ambulance WA in 1991 as a programmer and system administrator after graduating from Curtin University with a Bachelor of Applied Science. In 1996 Ashley was employed as the Information Technology Manager and in 2007 he stepped into the role of Technical Services Director. With expertise in Information Technology (IT), Ashley’s work has specialised in ambulance related IT such as the Computer Aided Dispatch system, existing and new mobile data terminals.

Dean McNair
Business Services Director
Dean joined St John Ambulance WA in 2010 as the Business Services Director. Before this Dean was the Managing Director of an international process control system company servicing the oil, gas and petrochemical industries. Dean has held several senior management positions within the engineering industry and has many years of experience in applied operational business management. Dean holds a Graduate Certificate in NFP Leadership and Management, a Graduate Certificate in Business and a Diploma of Management.

Anthony Smith
Finance Director
Anthony joined St John Ambulance WA in 2007 as the Business Services Director, before moving into the Finance and Administration Director role in 2009. Anthony holds a Bachelor of Commerce, Graduate Certificate in Public Sector Management, Diploma of Local Government and has completed the Advanced Management Program at Harvard Business School. Anthony is a Fellow of Leadership WA and a member of the Australian Institute of Company Directors with areas of expertise in financial management, corporate governance, business law and strategic planning.

Len Fiori
Ambulance Service Director
Len joined St John Ambulance WA in 1972 as a Cadet and later pursued a professional career in nursing. He then moved into the commercial world where he worked in senior management positions. Len was appointed as Chief Executive Officer/Priory Secretary of the National Office in 2001, before leaving to accept a role with St John Ambulance WA in February 2009. Len was appointed Ambulance Service Director in August 2009.

Debbie Jackson
Human Resources Director
Debbie joined St John Ambulance WA in 2003 as the Human Resources Manager, before becoming the Human Resources Director in 2005. Having previously managed the marketing and public relations departments in conjunction with the human resources portfolio, Debbie has an in-depth knowledge and understanding of the organisation. Debbie’s expertise are in the areas of human resources, industrial relations, occupational health and safety, and staff planning.

Professor Ian Jacobs
Clinical Services Director
Ian Jacobs joined St John Ambulance WA as the Clinical Services Director in mid-2010 and is the Winthrop Professor of Resuscitation and Pre-hospital care at the University of Western Australia. He is National and Western Australian Chairman of the Australian Resuscitation Council and was elected Co-chair of the International Liaison Committee on Resuscitation (ILCOR) in 2011. Ian is a Registered Nurse holding numerous academic and clinical qualifications including a PhD from the University of Western Australia. In 2010 he was awarded Foundation Fellowship of the European Resuscitation Council in recognition of his contributions to resuscitation medicine. Ian’s areas of expertise include resuscitation medicine, pre-hospital care, clinical epidemiology and evidence-based medicine. He remains an active teacher, clinical researcher and practising clinician.
‘For the Service of Humanity’ is the Mission Statement of St John Ambulance in Western Australia. At a national level, the St John organisation has agreed on four key strategic goals which are embraced across the states and territories:

**National Goals**

- To make first aid a part of everyone’s life;
- To be the leading provider of first aid training and services;
- To provide first aid related services which build community and individual resilience; and
- To provide a highly accessible and effective ambulance service under contract to the state government.

**National Strategic Principles**

- To ensure our people are well trained and treated with professionalism and respect;
- To ensure long term financial sustainability by growing revenue and managing costs;
- To employ contemporary professional principles in governance and management;
- To continue to strengthen the St John brand;
- To deliver quality products and services to meet customer and stakeholder needs; and
- To support The Order of St John and collaborate with other St John entities.

St John Ambulance in Western Australia is a charitable, not-for-profit, humanitarian organisation serving the community through first aid. It achieves its mission by relieving sickness and distress in the community by providing high quality, cost effective ambulance services and maximising the number of people in the community who know first aid. To maximise the extent to which the organisation can fulfil its vision and purpose it also engages in some revenue raising (commercial) activities.

Our organisation also engages in other humanitarian activities such as raising funds to pay for the employment of two nurses at the St John Eye Hospital in Jerusalem, supporting ophthalmic projects in East Timor and in the past year providing aid through the donation of secondhand ambulances to St John in South Africa.
Our ambulance service consists of more than 700 career personnel, including Paramedics, Ambulance Officers, Patient Transport Officers and Communications Officers in addition to more than 3,000 volunteers in regional areas. This does not include the significant team of administration and support personnel who contribute to the wider operations of our ambulance service.

Ambulance activity increased in WA during 2010/11. A total of 215,528 cases were registered across the State, representing an increase of 4.5 per cent on the previous year. This includes 171,462 cases attended by the Metropolitan Ambulance Service and 19,514 cases which were attended to by both career centres and volunteer sub-centres in regional WA.

One of the most significant achievements for Ambulance Services in 2010/11 was the successful implementation of the recommendations put forward by the State Government following an independent review in 2009. These recommendations formed the backbone of key improvement initiatives across the organisation in the 2010/11 financial year.

One of these improvement initiatives was the re-design of the Ambulance Services area. This re-design included the formation of a new management team to oversee each of the four areas within Ambulance Services; Metropolitan Ambulance Service, Country Ambulance Service, the State Operations Centre and Volunteer First Aid Services (VFAS).

St John Ambulance WA provides a high-quality, cost-effective ambulance service across the largest area of any single ambulance service in the world.

Quality and Performance

It is important we closely monitor the quality and performance of our ambulance services to ensure we consistently deliver to a high standard. The organisation uses key performance indicators set by the Department of Health, as well as the Productivity Commission’s Report on Government Services, to monitor its quality and performance. Further to this, we draw on the Council of Ambulance Authorities as the benchmark to measure our performance against other states and territories in Australia. The table below outlines Australian ambulance activity for 2010/11.

We also monitor quality and performance through analysis of customer feedback and the annual Customer Satisfaction Survey. The annual Customer Satisfaction Survey is conducted through the Council of Ambulance Authorities with the data collected comparing customer satisfaction across a number of key performance indicators. It is pleasing to see favourable survey results for Western Australia for 2010/11. As the graphs to the right indicate, the majority of customers who have used our ambulance service are satisfied with the overall service provided.
### Australian Ambulance Activities (Per 100 Population)

<table>
<thead>
<tr>
<th>State</th>
<th>Patients Transported</th>
<th>Total Patients</th>
</tr>
</thead>
<tbody>
<tr>
<td>NSW</td>
<td>17</td>
<td>15</td>
</tr>
<tr>
<td>VIC</td>
<td>13</td>
<td>12</td>
</tr>
<tr>
<td>QLD</td>
<td>11</td>
<td>9</td>
</tr>
<tr>
<td>WA</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>SA</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>TAS</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>ACT</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>NT</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>WA Total</td>
<td>98%</td>
<td>98%</td>
</tr>
<tr>
<td>Australia</td>
<td>96%</td>
<td>96%</td>
</tr>
</tbody>
</table>

### 2010/11 Customer Satisfaction Survey

**WA Compared to National Average**

<table>
<thead>
<tr>
<th>Category</th>
<th>WA</th>
<th>National Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Response Time</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>Treatment Satisfaction</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>Paramedics Care</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>Communication Staff Assistance</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>Overall Staff Assistance Time</td>
<td>98%</td>
<td></td>
</tr>
<tr>
<td>Ambulance Response Time</td>
<td>98%</td>
<td></td>
</tr>
</tbody>
</table>

### Complaints (Per 10,000 Cases)

<table>
<thead>
<tr>
<th>Year</th>
<th>Western Australia</th>
<th>Australia</th>
</tr>
</thead>
<tbody>
<tr>
<td>09/10</td>
<td>12</td>
<td>14</td>
</tr>
<tr>
<td>08/09</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>08/08</td>
<td>14</td>
<td>15</td>
</tr>
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<td>07/07</td>
<td>14</td>
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<td>06/06</td>
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<td>05/05</td>
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<td>00/00</td>
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<td>15</td>
</tr>
<tr>
<td>99/99</td>
<td>14</td>
<td>15</td>
</tr>
</tbody>
</table>
Ambulance Response Times

Response times are one of the key performance indicators for ambulance services worldwide, and they are largely determined by ambulance capacity and availability. In 2010/11 ambulance standby capacity in WA was still below the optimal level required to meet response time targets. It was previously established that in order to maintain adequate response times, ambulance standby capacity needs to remain above 52.5 per cent in WA. Given this, the State Government delivered a significant increase in funding following the 2009 independent review in order to boost ambulance resources and, in doing so, improve response times. Although actual response times were outside the targeted range in 2010/11, they improved significantly in the last few months of the financial year as additional recruits started their on-road duties.

There are several initiatives under way across the organisation that will assist Ambulance Services in better meeting response time targets. These are detailed in other areas of this report and relate to improvements in information technology systems and expansion in the State Operations Centre.

Our response time targets are as follows:

- Emergency incidents (priority 1) 90 per cent within 15 minutes
- Urgent incidents (priority 2) 90 per cent within 25 minutes
- Non-Urgent incidents (priority 3) 90 per cent within 60 minutes

Country

With 2.5 million square kilometres to cover in regional Western Australia, distance makes meeting response times a challenge. The country model continues to serve those living in regional communities across WA from 150 ambulance response locations. Generally, response times for cases that occur in close proximity to a sub-centre are aligned with response times in the metropolitan area. Increased State Government funding has enabled us to introduce a number of measures to improve the Country Ambulance Service, which will further improve response times in coming years.

Emergency Incidents Responded to Within 15 Minutes

- 2006/07: 84.0%
- 2007/08: 84.4%
- 2008/09: 82.8%
- 2009/10: 77.2%
- 2010/11: 74.3%

Urgent Incidents Responded to Within 25 Minutes

- 2006/07: 84.8%
- 2007/08: 87.0%
- 2008/09: 87.7%
- 2009/10: 87.0%
- 2010/11: 83.5%

Non-Urgent Incidents Responded to Within 60 Minutes

- 2006/07: 85.5%
- 2007/08: 87.2%
- 2008/09: 86.7%
- 2009/10: 87.2%
- 2010/11: 84.6%
The State Operations Centre
The State Operations Centre receives all emergency triple zero calls requiring ambulance attendance. It is responsible for the call taking and dispatch functions for all ambulance cases throughout WA. The centre operates 24/7 and, on average handles around 1,150 telephone calls and 590 ambulance cases daily. In 2010/11, the centre received over 425,000 calls and managed more than 215,500 ambulance cases.

In 2010/2011, the organisation completed a major upgrade of its State Operations Centre to accommodate a significant increase in the number of Communications Officers.

The upgrade also included the introduction of a structured call-taking system known as ProQA. This highly regarded system is used by ambulance services throughout Australia and worldwide. Introducing this system ensures that every call received by the State Operations Centre is appropriately triaged, prioritised and dispatched.

A new Clinical Support Paramedic role was introduced in the State Operations Centre during the year. This role provides 24/7 support to Communications Officers, on-road Paramedics and Volunteer Ambulance Officers in the country. It provides valuable support to our country volunteers who are often confronted with life-threatening emergencies that require additional clinical advice.

A country dispatch desk has also been established to provide dedicated support to the Country Ambulance Service.

In 2011/12 we will introduce a Response Time Manager in the State Operations Centre. The focus of this role will be to further reduce response times through optimal use of the metropolitan resources.

### Total Number of Calls Per Month in 2010/11

<table>
<thead>
<tr>
<th>Month</th>
<th>Number of Calls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul</td>
<td>39,000</td>
</tr>
<tr>
<td>Aug</td>
<td>37,000</td>
</tr>
<tr>
<td>Sept</td>
<td>35,000</td>
</tr>
<tr>
<td>Oct</td>
<td>33,000</td>
</tr>
<tr>
<td>Nov</td>
<td>31,000</td>
</tr>
<tr>
<td>Dec</td>
<td>29,000</td>
</tr>
<tr>
<td>Jan</td>
<td>27,000</td>
</tr>
<tr>
<td>Feb</td>
<td>25,000</td>
</tr>
<tr>
<td>Mar</td>
<td>23,000</td>
</tr>
<tr>
<td>Apr</td>
<td>21,000</td>
</tr>
<tr>
<td>May</td>
<td>19,000</td>
</tr>
<tr>
<td>Jun</td>
<td>17,000</td>
</tr>
</tbody>
</table>
Emergency Rescue Helicopter

The RAC Emergency Rescue Helicopter is managed by the Fire and Emergency Services Authority (FESA). St John Ambulance WA is contracted by FESA to provide Critical Care Paramedics and to task the helicopter service for all primary missions. The Royal Flying Doctor Service tasks it for all secondary (hospital to hospital) missions.

The helicopter completed 423 missions during 2010/11, an increase of 25 per cent on the previous year. This increase is linked to recent changes to the tasking guidelines to include amendments such as automatic dispatch on the information provided as well as an increase in secondary tasking via the Royal Flying Doctor Service. To monitor the use and allocation of this resource the Emergency Rescue Helicopter Tasking Committee carries out regular audits on the tasking of the helicopter. Audits during 2010/11 show it is being tasked according to the existing tasking guidelines.

Metropolitan Operations

In line with its commitment to improving ambulance services across the State, we implemented several initiatives in the Metropolitan area in 2010/11. These included:

- The appointment of a General Manager and Operations Manager to assist with the implementation and management of additional ambulance resources;
- The addition of eight day ambulances. In 2011/12, the metropolitan area will receive a further six day ambulances and two 24-hour ambulances;
- The addition of nine Patient Transport Vehicles in May 2011 with another to be added to the fleet in 2011/12;
- Resourcing Mandurah and Serpentine stations with full career ambulance personnel, designating them as metropolitan locations;
- Evolving the Team Leader role to the Area Manager role. As part of this transition the metropolitan area has been divided into three areas, North, Central and South. Each area will have 10 stations;
- Opening the Ellenbrook Station in March 2011;
- Completing the relocation of Joondalup Station, with the official opening in May 2011.

At the end of the 2010/11 financial year, there were 29 ambulance stations in total across the metropolitan area. A total of 50 emergency ambulances were in operation during the day shift and 31 emergency ambulances were in operation for night shift. In addition, 25 patient transport crews were operational on week days, and 11 on weekends.

Another milestone in 2010/11 was the move to begin resourcing the Neonatal Emergency Transport Service at Princess Margaret Hospital. Transport Officers are now allocated to assist the hospital from 7.30am to midnight on weekdays.
Country Operations

Western Australia is unique in that it has the largest landmass in the world covered by a single ambulance service. Such a large, sparsely populated area presents some very unique challenges when providing a state-wide ambulance service.

St John Ambulance WA responded to 44,066 country cases in 2010/11 which represented 20.4 per cent of the total ambulance activity for Western Australia. These cases were attended to by a combination of paramedic, paramedic-volunteer crews, and volunteer-only crews.

The country model continued to evolve during 2010/11 with more Paramedics, Community Paramedics and Volunteer Ambulance Officers working side-by-side in regional areas. The move to introduce the Community Paramedic role has been a success in providing support and assistance to local sub-centres. A further nine Community Paramedics were appointed during the 2010/11 financial year, bringing the total to 12 throughout the State.

Over the next three years, a further 10 Community Paramedics will be appointed, bringing the total number to 22. The appointment of Community Paramedics is designed to help build capacity and provide local support and mentoring for volunteers who operate throughout regional Western Australia.

In order to provide further support to local sub-centres, the organisation re-defined its Regional Management structure during the year. The regional operating zones were aligned with the WA Country Health Service (WACHS) with each of the six Regional Manager roles now located in their respective regions.

In the coming year we will appoint Regional Co-ordinators for each of the regional zones. This role will help local sub-centres plan and deliver training, provide support for financial governance and assist with the growth of local first aid training services.

Volunteers in the country contribute more than three million hours a year to ensure local communities have access to emergency ambulance services. Additional resources including the Regional Manager, Community Paramedic and Regional Coordinator roles, will be fundamental in assisting us to improve ambulance services for communities living in regional and remote Western Australia.
Volunteer First Aid Services

Volunteer First Aid Services (VFAS) is a key component of our integrated approach to pre-hospital care. VFAS provides first aid services at a range of events in the metropolitan area, from small community fairs to major public events.

In 2010/11, we saw a small increase in revenue and hours operated at client events with 38,066 duty hours and 5,317 patients.

One of the key initiatives during the year was the redesign of our operational structure. This included the appointment of a new General Manager in November 2010 and a new Operations Manager in March 2011. These roles are predominantly focused on:

- The recruitment of new members to meet external demand for Volunteer First Aid Services at events;
- Providing an enjoyable and rewarding experience for all volunteers and providing them with access to the best possible training in first aid skills;
- Maintaining a strong connection with clients of VFAS and ensuring they are serviced and satisfied;
- Proactively seeking new business opportunities within the community;
- Ensuring vehicles and equipment are performing at optimal capacity and meeting high quality standards.

Recruitment and retention of volunteers remains a priority, with VFAS averaging 10 new members per month during 2010/11. We have started to review ways in which we can meet the needs of our members and the organisation by better engaging with and resourcing our existing member base. A key milestone this financial year was the launch of a new uniform on Anzac Day. This brings the VFAS uniform in line with other operational uniforms throughout the organisation.

To further build and promote this service to potential volunteers, the Volunteer First Aid training program has been aligned with the Volunteer Ambulance Training, ensuring greater consistency of skills for all volunteers across the organisation. As a result, training and course development for volunteer first aid members will be co-ordinated through the college of pre-hospital care in 2011/12.

Cadet numbers remained steady in 2010/11 as we maintained our focus on retaining senior cadets as adult volunteers.

The National Cadet Camp was cut short due to severe flooding in Brisbane in January 2011. However, this did not impact on the cadet competitions and Western Australia finished second overall in the 2011 national competition.
Clinical Services

The Clinical Services area is focused on ensuring St John Ambulance WA consistently delivers the highest quality service possible in pre-hospital healthcare. It consists of two key areas, Education and Accreditation Services and Clinical Governance.

Education and Accreditation Services oversees the provision of high quality education and training for on-road personnel and Communications Officers, ensuring that best practice is taught at the early stages of training and development. Clinical Governance ensures that best practice in clinical services remains consistent across the entire organisation through prudent management and monitoring of clinical governance systems, processes and practises.

During 2010/11, we underwent a restructure to further improve reporting and procedures. This will ensure the delivery of high quality and contemporary education programs and the provision of optimal, evidence based clinical care.

Clinical Governance

The Clinical Governance area is focused on managing and monitoring the systems and processes that underpin clinical governance. This helps support the organisation to deliver safe, reliable and consistent clinical services to the community. Clinical Governance focuses on ensuring that patient care, including safety and confidentiality, is the number one priority for all employees and volunteers.

Significant improvements to our systems and processes implemented during the year were aimed at encouraging greater accuracy in reporting and better management of clinical governance systems and processes. One of the key improvements was the establishment of three core working groups – the Clinical Governance Operations Group, the Clinical Quality Improvement Committee and the Medical Policy Committee.

One of the recommendations put forward following the 2009 independent review highlighted the need for us to better align our clinical governance structures with the Department of Health. In responding to this recommendation, the organisation established a Sentinel Adverse Event system in January 2010. Under this system, Sentinel Adverse Events are reported directly to the Office of Quality and Safety in Health Care at the Department of Health.

Further to this, we implemented new clinical guidelines that are more closely aligned with the WA Strategic Plan for Safety and Quality in Healthcare 2008-2013 and the WA Clinical Governance Framework.

In 2010/11 St John Ambulance WA carried out:

- 93 clinical incident investigations, five Sentinel Adverse Event investigations
- 38 Clinical Practice Guideline/skill reviews
- 223 Clinical Audits
- Thorough evaluation of pre-hospital equipment to enhance the delivery of patient care.
**Education And Accreditation**

Our organisation is committed to ensuring its employees and volunteers have access to ongoing training and development. The Education and Accreditation Services function of Clinical Services is committed to enhancing the learning experience for students by delivering innovative and high quality training for Ambulance Officers, Paramedics, Transport Officers and Communications Officers. This is facilitated through the partnership with Edith Cowan University and the Paramedic Degree program.

We also saw the induction of 100 Student Ambulance Officers which is the largest ever intake in one year for St John Ambulance.

The organisation received its biggest intake of Transport Officers and Communications Officers, with the addition of 46 Transport Officers and 32 Communications Officers.

To increase access to a wider range of potential students, we introduced several additional pathways for Student Ambulance Officers. They included:
- Providing an option to work as a Transport Officer while completing the first year units of the Paramedic Science degree.
- A fast track option for Registered Nurses that will recognise their existing qualifications and previous experience in more detail.
- Alternative training methods for Transport Officers, Communications Officers and Volunteer Officers to develop their skills and gain nationally recognised qualifications.

In 2011/12, Education and Accreditation Services will undertake a full review of the vocational qualifications offered to Volunteer Ambulance Officers, Transport Officers and Communications Officers under the Health Training Package.

The organisation continues to conduct training for the Volunteer Ambulance Officers who operate across regional WA. We aim to ensure all Volunteer Ambulance Officers receive access to training to maintain and develop their skills, and gain nationally recognised qualifications.

**Research**

Clinical research in the area of pre-hospital health care is fundamental to further improving the provision of evidence-based clinical care.

In addition to managing a world-class cardiac arrest registry, St John Ambulance WA, along with the Discipline of Emergency Medicine at the University of Western Australia, received international recognition for a world leading randomised clinical trial of adrenaline in cardiac arrest. This study was undertaken entirely within the ambulance service in Western Australia.

We are also a partner of a research consortium with the University of Western Australia, Monash University, Ambulance Victoria, Flinders University and the South Australian Ambulance Service. The consortium was successful in receiving National Health and Medical Research Council funding for a randomised trial of cooling out-of-hospital cardiac arrest patients during cardiac arrest (known as The RINSE Trial). Of particular significance is the collaborative approach and commitment taken by ambulance services in Australia, in undertaking important clinical studies.
First Aid Services and Training and Industrial Health Services generate a net surplus for the organisation, which helps support the running of the state-wide ambulance service. Additionally, this surplus contributes to funding the charitable community work and humanitarian programs carried out locally and internationally.

First Aid Services and Training

First Aid student numbers in 2010/11 were in line with the previous year. Further growth was hampered as training centres were at capacity and there was limited availability of trainers. These areas will be a major focus for improvement in 2011/12.

In total, 145,054 first aid students undertook First Aid Training during 2010/11, compared to 145,633 students in 2009/10 and revenue increased by 16 per cent. This was a significant achievement and an excellent result for the organisation.

The charitable First Aid Focus program continued its success in raising community awareness of the importance of first aid. The aim of First Aid Focus is to ensure as many WA school students as possible are educated in first aid. During the year, 47,682 students were trained in basic first aid skills, contributing to an overall total of 173,921 students trained under the program since it was officially launched in 2009.

In 2010/11, we maintained our position as the market leader in the provision of Workplace First Aid Training courses with the organisation training 93,775 fee-paying students.

The Retail Trainers Program contributed 16,990 students. This is a state-wide program where independent trainers are accredited by us and subsequently contracted to provide First Aid Training. This program allows greater coverage in first aid training across the State and has led to more Western Australians being trained in first aid.

When compared with the total population in Western Australia, by 30 June 2011 St John Ambulance had trained 6.3 per cent of the State’s growing population. This demonstrates our success in ensuring more people are skilled in first aid. While these results are pleasing, and they further reinforce the organisation’s market-leading position in this area, we remain committed to the objective of ensuring one member of every Western Australian household is trained in first aid.

The Business Services area drives all commercial-related activity within St John Ambulance WA, encompassing First Aid Services and Training, Industrial Health Services, and Marketing and Communications.
## First Aid Training Students by Course Type - 2010/11

<table>
<thead>
<tr>
<th>Course Type</th>
<th>Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior First Aid</td>
<td>57,153</td>
</tr>
<tr>
<td>Schools Project</td>
<td>47,682</td>
</tr>
<tr>
<td>Other First Aid</td>
<td>12,008</td>
</tr>
<tr>
<td>VFAS</td>
<td>2,501</td>
</tr>
<tr>
<td>Basic First Aid</td>
<td>11,221</td>
</tr>
<tr>
<td>Introductory First Aid</td>
<td>4,502</td>
</tr>
<tr>
<td>Industrial Training</td>
<td>1,112</td>
</tr>
<tr>
<td>Advanced First Aid</td>
<td>1,739</td>
</tr>
<tr>
<td>CPR123</td>
<td>4,814</td>
</tr>
<tr>
<td>Awareness First Aid</td>
<td>1,294</td>
</tr>
<tr>
<td>Child First Aid</td>
<td>480</td>
</tr>
<tr>
<td>First Aid Trainer</td>
<td>548</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>145,054</strong></td>
</tr>
</tbody>
</table>

## First Aid Training Students by Training Division

<table>
<thead>
<tr>
<th>Ambulance Service</th>
<th>First Aid Training</th>
</tr>
</thead>
<tbody>
<tr>
<td>Metropolitan</td>
<td>110,569</td>
</tr>
<tr>
<td>Country Sub Centres</td>
<td>17,495</td>
</tr>
<tr>
<td>External Trainers</td>
<td>16,990</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>145,054</strong></td>
</tr>
</tbody>
</table>

## First Aid Training Students Per Capita

<table>
<thead>
<tr>
<th>WA Population</th>
<th>Per capita</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,317,000</td>
<td>6.30%</td>
</tr>
</tbody>
</table>

## Number of Students Trained under the First Aid Focus Program

<table>
<thead>
<tr>
<th>Year</th>
<th>Students Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006/07</td>
<td>14,581</td>
</tr>
<tr>
<td>2007/08</td>
<td>19,755</td>
</tr>
<tr>
<td>2008/09</td>
<td>44,271</td>
</tr>
<tr>
<td>2009/10</td>
<td>47,632</td>
</tr>
<tr>
<td>2010/11</td>
<td>47,682</td>
</tr>
</tbody>
</table>
Community First Responder

Registrations for our First Responder Program increased significantly in 2010/11 with a 31 per cent increase in registrations from the previous year. This strong result is largely attributable to the changes that were introduced in 2009/10 aimed at improving the overall management of the program and the associated training. During the year, we received registrations from across the State including people from rural and remote communities, local associations and corporate businesses. This means there is now a greater number of people in the WA community with the ability to respond immediately in a first aid emergency, providing oxygen and defibrillation to a patient prior to the ambulance arriving.
Industrial Health Services

The Organisation’s Industrial Health Services provides a critical service to the community, and the mining and resource industry, by placing highly skilled healthcare professionals in remote locations where access to ambulance services is challenged by distance.

Industrial Health Services remained strong during the year on the back of buoyant conditions in the mining and resources sector. In 2010/11, Industrial Health Services provided 57 industrial pre-hospital healthcare professionals, including 52 seconded ambulance paramedics to 16 contract sites across the State.

- Cape Lambert - approximately 30km out of Karratha
- Finucane Island - Port Hedland
- Nelson Point - Port Hedland
- Jimblebar - east of Newman
- Yandi - out of Newman
- Central Pilbara Studies - out of Newman
- RGP5 Rail - Flashbutt - Port Hedland
- RGP5 Rail - Turner - approximately 124km south-east of Port Hedland
- RGP5 Rail - Redmont - approximately 160km south-east of Port Hedland
- RGP5 Rail - Homestead - Newman
- RGP5 Rail - Cowra Siding - approximately 250km south of Port Hedland
- Cape Preston - approximately 100km south of Karratha
- Devil Creek - approximately 60km south of Karratha
- Gorgon & KJV - Port Hedland
- Gorgon & KJV - Barrow Island
- Gorgon & KJV - Thevenard
- Thevenard Island
- Mt Richardson - approximately 350km north-west of Kalgoorlie (between Menzies and Sandstone)

Demand and potential business opportunities exceeded our current capacity and ability to supply staff during the year. As a result, Industrial Health Services will undergo further growth and expansion during 2011/12 in order to capitalise on market demand and participate in future project opportunities.

Total revenue for Industrial Health Services in 2010/11 was more than $12.9 million, which is up by 31 per cent on the previous financial year.

Industrial Health Services is a primary source of funding for the organisation. In the same way that other areas in Business Services contribute to the wider operation of the State’s ambulance service, the surplus generated from Industrial Health Services plays a part in helping to ensure WA remains the most cost-effective ambulance service in Australia.

Industrial Paramedic Services
This has been a particularly busy year where the rapid increase in staffing numbers following the Ambulance Service Review set some very demanding challenges for the organisation. The Human Resources area also had to grow to meet these increasing demands with the expansion of the workforce planning, recruitment and employee relations areas.

Recruitment

Recruitment was a core focus for the organisation, with the aim to recruit an additional 173 operational employees in 2010/11. As outlined in the table below, the organisation successfully achieved this target, by recruiting 178 operational employees. A further 367 operational employees are expected to be recruited over the next three years.

<table>
<thead>
<tr>
<th>Position</th>
<th>Target (number)</th>
<th>Recruited (number)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Paramedics</td>
<td>93</td>
<td>96</td>
</tr>
<tr>
<td>Patient Transport Officers</td>
<td>47</td>
<td>46</td>
</tr>
<tr>
<td>Communications Officers</td>
<td>33</td>
<td>36</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>173</strong></td>
<td><strong>178</strong></td>
</tr>
</tbody>
</table>

In order to achieve these targets, in November 2010 the organisation launched the recruitment campaign titled “Change Lives”. We saw an unprecedented response in the number of people enquiring about career opportunities. More than 2,500 people used the recruitment website to register their interest in becoming a Paramedic, a Patient Transport Officer or a Communications Officer, as well as other roles available within the organisation.

In addition to the recruitment of the operational roles mentioned above, we also recruited 113 people for the organisation.
Induction and Training

During 2010/11 there were 71 one-day inductions for new employees.

The induction program provides new employees with information and guidance and allows a smooth transition into the organisation. Key components of the induction include organisational orientation, occupational health and safety training and guidance in relation to salary packaging, support services and equal employment opportunity (EEO).

A revised EEO training session was conducted during the year and was delivered to 201 new employees. An EEO refresher course designed to increase awareness of legislation and staff responsibilities was also provided to existing employees based in operational areas of the organisation. Professional development training was provided for 81 employees in a range of areas including Microsoft software, conflict resolution and defensive driving.

Employee Benefits

The organisation offers a range of employee benefits making it an attractive employer of choice for potential recruits and existing Human Resources managed and administered many of our employee benefit schemes throughout the year which included the corporate uniform allowance, salary packaging benefits, health and wellbeing allowance and MAPS Peer Support Program.

MAPS

During the year, we relaunched the Peer Support Program (MAPS) with a focus on recruiting and training additional Peer Supporters throughout the State and raising awareness of the program. The MAPS Peer Support Program works in conjunction with the Chaplaincy Program and the Employee Assistance Program to provide support for volunteers and employees who require assistance in coping with stressful events or situations in their work or personal life.

During 2010/11 the MAPS Program achieved the following:

- 115 Peer Supporters attended Peer Support training.
- 10 Peer Support Training courses were held in the following locations: Belmont, Broome, Donnybrook, Merredin, Esperance and Geraldton.
- From January 2011 to April 2011, Peer Supporters reported that they had provided more than 50 hours of support to colleagues as part of the MAPS program.

New uniform

A new uniform for all operational employees and volunteers was rolled out in stages throughout the year, starting with Metropolitan and Country Ambulance personnel in late 2010, with the full roll out to Volunteer First Aid Services completed in early 2011. This initiative means all operational employees and volunteers wear the same uniform, the only difference being the badges which makes each position clearly identifiable.

Restructure and key appointments

Human Resources assisted with departmental restructuring and the appointment of several key positions throughout the year which included:

- The appointment of a General Manager and Operations Manager for Metropolitan Ambulance Operations.
- The transition of the Team Leader role to the Area Manager position in Metropolitan Ambulance Operations.
- The appointment of a General Manager, Operations Manager, six Regional Managers and nine Community Paramedics for regional WA.
- The appointment of a new General Manager and Operations Manager for Volunteer First Aid Services.
- The restructure of Clinical Services which included the establishment of three core working groups – Clinical Governance Operations Group, Clinical Quality Improvement Committee and the Medical Policy Committee.
- The restructure of the Business Services area to bring First Aid Services and Training together with Industrial Paramedic Services. This resulted in the introduction of the new role of State Manager Business Services. Also within this area, the Public Relations Department was integrated into the Marketing and Communications department.
- The appointment of a General Manager for the State Operations Centre.
- The transition of the Property Department to the Finance Directorate.
- The transition of Education and Accreditation to the Clinical Services Directorate.
Information Technology

During the year we introduced several significant improvements and new developments to technology systems throughout the organisation. These included improvements to the Computer Aided Dispatch (CAD) system in the State Operations Centre, development of an Electronic Patient Care Records (ePCR) system and the roll-out of the new AmbiCAD system for ambulance and Patient Transport vehicles. Further to this, we progressed with the virtualisation of all core systems with most key systems running in a virtualised environment by 30 June 2011. Additional support personnel have been recruited to support both the increase in personnel across the Organisation, and in readiness for the ePCR system to be implemented in 2011/2012.

State Operations Centre Systems

Significant improvements to the Computer Aided Dispatch (CAD) system were carried out during the year. A new ‘call log’ system was introduced, allowing additional information to be recorded for all incoming calls to the State Operations Centre. This has improved the Centre’s capacity to log call information.

The implementation of a structured call-taking system known as ProQA has assisted the State Operations Centre with the prioritisation of emergency calls. ProQA ensures every call is prioritised based on a national set of standards.

Additionally, the State Operations Centre was remodelled in February 2011 to accommodate further expansion with the appointment of additional Communications Officers. This expansion required IT Support to undertake a complete re-wire of the State Operations Centre and subsequently a fit-out of 28 CAD terminals, an increase from the previous 14 terminals. This has enabled the State Operations Centre to be better equipped to accommodate further expansion and future improvements to IT systems.

ePCR

In early 2010, the organisation made a decision to implement an electronic Patient Care Records (ePCR) system to replace the paper form used by paramedics to record patient information. This was a significant move forward for the organisation and will improve the way patient information is entered and recorded.

The ePCR system development was a six-month process that went to an on-road pilot in August 2011. The full roll-out of the ePCR system will progress in stages and is expected to start for Paramedics and Patient Transport Officers in the metropolitan area in October 2011. After this time, the necessary infrastructure will be implemented in regional areas, initially for career sub-centres and then for volunteer sub-centres.
The ePCR system will mean greater efficiency, accuracy and security with the management of patient information. Some of the key benefits of the ePCR system are:

- Information is entered securely into databases in real time which helps improve patient confidentiality and allows for a more thorough and extensive view of ambulance activity and patient care.
- It provides an electronic platform for e-learning modules.
- It provides ambulance personnel with access to corporate email and intranet based information from almost anywhere.
- All information is stored electronically, minimising the risk for error or loss of paper work. It enables full analysis of the information recorded to further improve interagency operational and clinical practices.
- It provides scope for future interfaces directly with hospital systems to improve information exchange.

**Virtualisation**

Further work has been carried out on the virtualisation of all core systems and the majority of key systems are now running in a virtualised environment.

Five virtual servers now host 35 systems, improving the ability to successfully manage these systems and recover from a potential failed system. This move to virtualise all core systems has also significantly reduced electrical power consumption.

**Resources**

The continued growth of the organisation during 2010/11 led to increased demand for IT support services. To meet this demand, the IT department secured additional resources with the appointment of an extra three full-time personnel for existing systems, and further personnel dedicated to the support of the ePCR system. This brings the total number of staff in the IT department to 13, including system specialists and IT support personnel.

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The ‘AmbiCAD’ mobile data terminal project is aimed at replacing the existing ‘SIGTEC’ mobile data terminals in all metropolitan ambulance and Patient Transport Vehicles. The SIGTEC system has been effective, however, it is no longer in production and the units are ageing and becoming less reliable.

The project has been under development since early 2009 and during 2010/11 more than 50 per cent of the metropolitan fleet was fitted with the AmbiCAD system. Fleet, Radio and Information Technology departments worked together on the development of this project and the system is expected to be fully installed in all metropolitan vehicles by December 2011.

The benefits associated with moving across to the AmbiCAD system include built-in satellite navigation for vehicle tracking, larger screen for increased functionality, capability to operate an exclusive radio network, 3G coverage where the radio network does not reach and Wifi connectivity when at the station.

A Lotterywest grant has provided funding for the AmbiCAD system to be installed into 75 volunteer ambulances by the end of 2011.


**Fleet**

The construction of metropolitan ambulance vehicles and Patient Transport Vehicles reached an all-time high in 2010/11 with a total of 41 ambulances and 14 Patient Transport Vehicles built and commissioned. Further to this, an additional six country ambulance vehicles and 22 support vehicles were commissioned.

**Builds and commissions for ambulance fleet for 2010/11:**

- No. of ambulances replaced in the metropolitan fleet: 29
- No. of new ambulances added to the metropolitan fleet: 12
- No. of Patient Transport vehicles that were replaced: 4
- No. of new Patient Transport vehicles: 10
- No. of new ambulances for country sub-centres: 6
- No. of second-hand ambulances reallocated to country sub-centres: 25
- No. of new vehicles for Community Paramedics: 10
- No. of vehicles replaced for Community Paramedics: 1
- No. of new support vehicles: 11

**Equipment**

In 2010, the Equipment Review Committee (ERC) recommended the implementation of backboards for the metropolitan ambulance fleet. After thorough evaluation of available products, backboards and associated harnesses have been fitted to all Mk6 ambulance vehicles. It is anticipated that all Mk5 ambulances will be phased out by mid-2012 and by this time the fleet will consist of only Mk6 ambulances fitted with backboards. The introduction of backboards gives Paramedics and Ambulance Officers alternatives for the manual handling of patients.

The stretcher replacement program was well under-way in 2010/11. The Ferno F50 stretcher was replaced with the F50E and all metropolitan ambulances, and Patient Transport Vehicles, will be fitted with F50E stretchers by the mid-2012.

**Equipment added/replaced in 2010/11 for the metropolitan ambulance service**

- No. of stretchers replaced: 44
- No. of stretchers added for new vehicles: 12
- No. of defibrillators replaced: 18
- No. of defibrillators added for new vehicles: 12
- No. of new backboards for ambulance vehicles: 135

**Radio**

The radio system for the Metropolitan Ambulance Service was replaced in 2009/10, moving from an analogue system to a digital P25 system, allowing for encryption of voice traffic and effective coverage.

During 2010/11, funding provided through the Federal Government’s ‘Clever Networks’ program allowed us to replace the radio systems at Newman and Broome with new P25 systems. Kununurra also had a self-funded P25 system installed.

Further analysis of the need for P25 digital radio systems in regional areas may see other sub-centres have their radio systems replaced in coming years.

The organisation operates across 100 radio sites throughout regional Western Australia and some sites operating near each other are linked together with radio links. Radio Over Internet Protocol (ROIP) is being used to link as many of these remote sites as possible back to the metropolitan radio network using the internet. Five sites have been configured with ROIP to date, with further sites planned for 2011/12. Linking regional radio networks with the metropolitan network with ROIP will enable the Country Ambulance Service to directly communicate with the State Operations Centre, minimising the reliance on mobile phones.
Surpluses allow the organisation to invest in necessary capital works programs and purchase equipment required for upgrades and to meet growth. This includes funding for new facilities, expansion to the ambulance and patient transport fleet and maintaining the secondhand ambulance program for country sub-centres.

During the 2010/11 financial year we achieved a surplus of $22 million, which is a significantly stronger financial result than 2009/10. This result is due largely to new financial policies and disciplines, as well as the implementation of a pricing strategy review and stronger contract management for all customer categories. This is an important achievement that allows the organisation to reposition and prepare itself for continued growth over the coming years against a backdrop of declining surpluses in recent times. Most importantly, it provides the funding for the extensive capital works program to be undertaken over the next few years.

Significantly, the 2010/11 result has been achieved during a time of accelerated growth across the Organisation. Employee numbers increased substantially during the period, particularly in front-line positions.

The 2010/11 financial year also saw the start of a new three-year contract with the State Government for the provision of ambulance services to the Western Australian community. This agreement provides new funding to cover the additional costs associated with the organisation’s continued growth plans and implement performance improvements, while also enabling the ambulance service in Western Australia to remain the most cost effective in Australia.

St John Ambulance WA has generally achieved strong surpluses over the past 10 years, while also remaining the most cost effective ambulance service in Australia.

Total Income and Expenditure 2003 – 2011

St John Ambulance WA has generally achieved strong surpluses over the past 10 years, while also remaining the most cost effective ambulance service in Australia.
**Capital Investment**

Improvement in the organisation’s financial position, coupled with a new agreement with the State Government, will enable us to embark on the largest ever capital works program spanning three years to 2013. A total of $54 million has being committed to the program, $21 million of which will be provided by the State Government. This joint commitment with the State Government will help ensure we have the facilities necessary to deliver a quality service for a growing population.

**This significant capital works program will deliver the following in the lead-up to 2013:**

- Two new metropolitan ambulance stations.
- Four replacement ambulance stations – two of which will include first aid training facilities.
- One new country sub-centre and replacement of three others.
- A new Supply and Distribution warehouse.
- Twenty-five new ambulance vehicles and seven operational vehicles over and above the fleet renewal program.
- Electronic Patient Case Sheet Records.

In 2010/11, we invested more than $16.3 million in capital works directed mainly to fleet and radio, information technology and property. This is a significant increase compared to the $13.6 million invested in the previous year.

**Capital Investments during 2010/11 included:**

- Construction of a new Joondalup ambulance station with first aid training facilities.
- Upgrade and extension of the State Operations Centre.
- Roll-out of the ambulance station security project.
- Providing new ambulance stations at Dawesville and Ellenbrook.
- Construction of new country sub-centres at Kalbarri and Williams.
- 12 additional ambulance vehicles to increase capacity within the fleet (first of a three-year plan).

**Capital Works projects to start up to 2013:**

Slight delays have been experienced within the capital works program. The majority of projects are in the planning and approval stages. Projects include:

- New Kalgoorlie ambulance station – including first aid training facilities.
- New Nedlands ambulance station.
- New Morley ambulance station.
- New Murdoch ambulance station.
- New Broome sub-centre – including first aid training facilities.
- New Wundowie sub-centre.
- Planning for two new metropolitan ambulance stations to be located north and south.
- Relocate Supply and Distribution to new facility.
- Upgrade of State Office training facilities.
- Refurbishment of State Office to accommodate growth.
Ceremonies and Heritage Functions

Ceremonial and heritage functions play an important role linking the proud and long-standing history of St John Ambulance WA with the invaluable, humanitarian work the organisation performs today.

Volunteers and staff work together to ensure the history of the organisation is recognised at events and ceremonies, while also working to ensure historical information is appropriately handled and archived. This includes roles such as administering the membership of the Order, maintaining the Library and Museum and raising funds for the Ophthalmic Hospital in Jerusalem. It also includes supporting and co-ordinating ceremonial functions such as the Annual Investiture, the Annual Church Service, St John Fellowship and Friends of St John.

Museum

In 2010/11 the museum received many visitors from across the State, including tours from schools and community groups, as well as our own employees and volunteers. Donations to the museum included photographs, books, ambulance equipment, home nursing equipment, first aid training equipment, shields, manuals and documents. One donation of particular significance was an original 1960 Laerdal Rescusi-Anne.

The museum donated a photograph of a 1934 Austin ambulance to the Albany sub-centre to complete their collection of locally used ambulance vehicles.

Information Resource Centre

The Information Resource Centre is an important reference and archival service for the organisation. During 2010/11, the centre focused largely on coordinating material for biography files on WA members of the Order, collating historical information for Volunteer First Aid Services and regional sub-centres, and appropriately filing newspaper cuttings.

The Women in St John project started in early 2010 and we contributed to the project from a State level. The Women in St John project recognises the many women across Australia who have made a significant contribution to the history of St John. Submissions will be selected for inclusion in a book which will be launched in 2012.

We thank the invaluable volunteers who dedicated their time to maintaining the Museum and the Information Resource Centre, and for their support with ceremonial functions throughout the year.

Ophthalmic Branch

In most states and territories throughout Australia, St John Ambulance has a Branch known as the Ophthalmic Branch. Broadly speaking, the purpose of this branch is to raise funds to support the Eye Hospital in Jerusalem as well as other ophthalmic projects throughout the world.

Western Australia continues to contribute to this international humanitarian work of the St John organisation by annual fund raising activities. An annual donation from the Eye Surgery Foundation, as well as a levy on the annual Dinner Dance tickets, are the two major sources of funding for this project. No funds from ambulance, first aid training or other St John activities are used to support this branch. During the year we were able to continue to fund two nurse positions at the St John Eye Hospital and provide equipment and a paramedic for an ophthalmic project in East Timor.

Humanitarian Mission

During 2010/11, the organisation called for applications from staff and volunteers to participate in a humanitarian project to travel to Maubisse in Timor Leste with a team of ophthalmic surgeons and nurses to assist them with the overarching goal of improving the health status and outcomes of people in Timor Leste with surgically treatable illness, disability or trauma. Australind Station Manager Ken Hart was selected to carry out this mission.

Fellowship

The St John Fellowship group continued to meet on a monthly basis throughout 2010/11 and provided support and fellowship to past members of St John. This dedicated group of volunteers carries out invaluable work in ensuring the same people who helped build the solid reputation the organisation upholds today, receive care and support beyond their time with the organisation.
Friends of St John

The Friends of St John group provides an opportunity for retired staff and volunteers to come together regularly, meet with old friends and catch up on the progress of the organisation. Around 400 members have been registered with the Friends of St John group since it was formed in 2006, demonstrating the strong commitment and interest that extends beyond direct employment or volunteering activities within the organisation. Three events were held for the Friends of St John: a presentation and lunch at State Office, Belmont in July, 2010; a presentation and lunch at the Northam sub-centre in November, 2010; and a presentation and lunch at the opening of the Joondalup station in May, 2011. While this group largely involves retired staff and volunteers, it is open to anyone in the community.

Annual Investiture

The organisation held its annual Investiture of the Western Commandery of the Order of St John in April 2011. The Investiture was held at the Perth Town Hall and was conducted by the Knight Commander, His Excellency Dr Ken Michael AC, Governor of Western Australia Investiture.

In recognising the significant contribution of our members, seven Commandery Commendations were presented at the Investiture and 22 members of the organisation were admitted to, or promoted within, the Order of St John.

Our annual Investiture not only pays tribute to the proud history of our organisation, it recognises the dedication and commitment shown by those members who form the backbone of the organisation today.
Following its inception, Les Aris became interim Chairman, a management committee was appointed and an office established in the St John Centre in Wellington Street, Perth.

The State Executive Committee formally inaugurated the Community Care branch on 25 May 1995 with the objective of caring for the lonely elderly in our community and providing this care within the humanitarian and charitable ethos of the Order of St John.

Mr Aris became the first Chairman and would be succeeded in due course by Murray Allum and Kevin Young.

**Structure and training**

The management committee developed an administrative and operational structure capable of servicing the proposed state wide activities of Community Care. This was completed in November 1995, at which time an extensive media campaign was launched to promote the new Community Care branch of St John Ambulance, and, to call for volunteers. Approximately 600 enquiries were received and by the end of November 1995 there were 50 registered volunteers.

The state was divided into 12 regions and then into localities. The metropolitan area contained three regions and the country, nine. Later there would be seven metropolitan and 11 country regions. Communications were also established with hospitals, Silver Chain, Meals on Wheels and local shires throughout the state to notify them of the establishment of this new service.

During January and February 1996, four metropolitan training workshops were held at Wellington Street, Perth, to train newly registered members, and 115 volunteers attended. In May a further orientation workshop was held at Mandurah and 13 volunteers were trained. An orientation correspondence course for country volunteers was also developed.

The first of many state regional coordinators’ workshops was held at the St John Centre, Wellington Street, Perth in February 1996. The three metropolitan regional coordinators and country regional coordinators from the Albany, Bunbury, Esperance, Kimberley, North Midlands, Northam and Pilbara regions attended. This comprehensive training would continue over the years in Perth and several country venues.

**Volunteers and funding**

Initially, the Western Australian Ambulance Service provided all financial and other support for the fledgling service. This was replaced with funding from the Home and Community Care (HACC) section of the Health Department of Western Australia. The HACC grants were essential as they amounted to 57-75 per cent of Community Care’s income over the years. Other sources included trust income from the Fremantle Sub Centre, and, donations. In addition, many volunteers did not claim expenses.

From 1995 referrals and requests steadily increased. By June 1996, 90 metropolitan and 50 country volunteers had been recruited. This represented a commendable start to the new venture. In 1997, 227 volunteers were registered but in later years declining numbers would become a real concern. This was due to their not having referrals in their immediate area, moving, illness and family situations. Although targeted community awareness campaigns were introduced in 2007 and the numbers stabilised for a time, the decline continued. By 2010 there were only 72 volunteers registered. It was noteworthy however that although numbers declined the level of activity increased and the hours given always exceeded the hours of social support that HACC funded.

The organisation did acknowledge the incredible efforts of the volunteers with a variety of commendations, certificates and other forms of recognition of service. Their greatest satisfaction however came from bringing companionship and providing assistance to those in need.
Despite the problems the branch did progress from its initial establishment into an efficient hard-working unit which was recognised by the community. This was due to the enthusiastic efforts of its volunteers, regional coordinators, management committee and staff, however, dedication was not enough. Additional changes in the HACC arrangements meant that resources would have to be diverted away from the St John core business of ambulance and first aid to meet administrative needs. This was not an option and subsequently the Community Care branch closed. A transition plan was drawn up with HACC and this allowed the service to be appropriately transferred to other community providers over a period of six months. Community Care in Western Australia ceased on 31 December 2010.

**During its 15 years, Community Care volunteers travelled:**

- Some 1,074,634 kms
- Gave 137,322 hours of service; and
- Made 36,551 telephone calls to an average 743 recipients per annum.

Ultimately Community Care will be remembered not for funding issues but for its extraordinary success in delivering so much comfort to the lonely and elderly in our community.
Knights Of Grace
Mr William John Barker CD
Mr Robert Blizzard
Mr Desmond Ernest Franklin BEM
Dr Thomas Hamilton AM
Mr Ian Lindsay Kaye-Eddle ASM
Dr Alan Joseph King AM
Mr Gerard Arthur King
His Excellency Dr Ken Michael AC
Wing Cdr (Dr) Harry Frank Oxer ASM
Mr Kevin James Young

Dames Of Grace
Mrs Billie Annette Andrews ASM
Mrs Ruth Gwendoline Donaldson OAM
Mrs Joan Johnston OAM
Mrs Julie Michael
Mrs Margaret Hamilton Muirhead OAM

Sub-prelate
The Most Reverend Roger Hertt

Commanders
Mr Anthony John Ahern ASM
Mr Kevin John Arnol
Mrs Pauline Gladys Bates
Miss Margaret Jane Cockman OAM
Dr Kenneth Ernest Collins AM Cit WA
Mrs Betty Gertrude Crandell
Mr John Di Masi
Mr George Charles Ferguson
Mr Len Fiori
Mr Douglas James Gildersleeve
Mr Brian Kenneth Hampson
Miss Olga Dorothy Hedemann OAM RFD JP
Mrs Marie Isbister ASM
Mr Ronald Neville Jesson
Mr John Jones
Dr Kenneth Ross Littlewood
Mr Bevan Francis McInerney OAM CD
Mr Darren Clive Brooks Mouchemore CD
Mrs Norma Elaine Olsen
Mr Raymond Passmore OAM
Lt Col (Dr) Robert Lyons Pearce AM RFD JP
Mr Ernest Vance Pippard
Mr John Edward Ree
Mrs Ruth Amelia Reid AM Cit WA
Mr John William Roberts
Mrs Carole Schellhout
Mr George Alexander Shea OBE
Mr John Derek Snowdon OAM
Mr David John Stewart
Mr Jeffrey Mark Williams
Mr John Leonard Williams
Mr Peter Stuart Wood JP

Officers
Mr James Percival Allan OAM
Mr Robert Edwin Barker ASM
Mr Lester Johnson Barnes
Mrs Margaret Joan Bell
Mrs Shirley Margaret Birch
Mrs Edna Ethel Brown
Mr Frank Joseph Buytels
Mr Philip David Cammiade
Mrs Verity Jane Campbell
Mr Carlo Capriott
Mr David Anthony Carbonell
Mrs Elizabeth Ann Carpenter
Mrs Virginia Cheriton
Mr Barry Arthur Clements
Mrs Doreen Dorothy Clements
Mr Leslie George Clothier
Mr John Glen Corbin
Mrs Winifred Victoria Corbin
Mr Richard Edward Daniels
Mr Geoffrey Charles Davies ASM
Mr Michael Ronald Divall
Dr Stephen John Dunjey
Mrs Elizabeth Anne Dyer BM OAM
Mr Rex Warner Dyer ASM
Miss Marie Elizabeth (Betty) Dyke
Mr Robert Paske Evans
Mrs Ethel Grace Farley
Mr Kenneth Allan Ford ASM
Mr Charles Gerschow
Mrs Maria Kay Godwell
Mrs Hazel Eve Goldacre
Mrs Hazel Jean Green
The Rev Peter Harris
Mr Alan John Hughes
Mr Simon Warwick Hughes
Mr Stuart Campbell Hunter
Mr Chester Milton Hutton
Mrs Catherine Patricia Ivey
Mr Ronald Cedric Jeakes
Mr Leslie William Johnson
Mr Kevin Wallace Jones
Mr Terry Jongen
Mrs Joan Josephine Kerp
Dr Edith Khangure
Mrs Fay Margaret Kite
Mr Brian Peter Landers
Mr Shayne Graham Leslie
Mr Colin Oliver Lock
Dr Richard Simon William Lugg
Mr Alan Felix McAndrew
Mr George Robert McKewon
Mrs Lydia Irene Mills AM
Mr David Edward Broadbent Morgan
Mr Frank Barnett Murray
Mr John David Neale
Ms Jillian Anne Neave
Mr Arnold Sibald Nunn
Mr Edward John O’Sullivan
Mr Abner Rupert James Pain
Professor John Michael Papadimitriou
Mrs Viola Frances Pentland
Mr David Lawrence Powell
Mr Lionel Jack Richards

(At 30th June 2011)
Mr Warren James Richards
Miss Lynette Joy Richardson
Mrs Carmel Jean Honorah Sands
Mr Derek William Satterthwaite JP
Miss Margaret Evelyn Savage
Mr Brian James Savory
Mr Charles William Sexton
Mr Allan Keith Shawyer
Mr Brendan John Sinclair
Mr Thomas Barrie Stewart
Dr Peter James Strickland
Mr Dirk Christopher Sunley
Mr Kevin Wayne Swansen
Mr Ronald Gus Swansen
Mr Antony Afric Tanner
Mr Alexander Edward Taylor
Mr Paul Stylanos Vassis
Mrs Alice Joanna Vinicky
Mrs Carol Joyce Wallace
Dr William James Ward
Mr Leslie Wells
Mrs Andrea Marie Williams
Mr George Henry Williams
The Rev Henry Gordon Williams JP
Dr Martin John Williams OAM
Mr Graham Alfred Wilson ASM
Mr Edgar George Winner JP
Mrs Sheryl Lesley Wood
Mrs Barbara May Wright

Members
Ms Emily Adams
Mrs Anne Margaret Adcock
Mr Peter Albert John Ansell
Mr William Richard Archer
Mr Dene Maxwell Ashfield
Mr Barry Hilton Atkin
Mrs Gail Atkin
Mr Donald John Atkins
Mrs Aileen Joyce Austin
Mr John Edwin Austin
Mr Walter Clarence Axell
Mrs Irene Edith Bain
Mr Gregory Robin Baird
Mrs Doris Ball
Mrs Frances Mary Banks
Mr Edward James Barbour
Mr Alexander John Barclay
Mrs Judith Margaret Barker
Mr Colin Peter Barron
Mr Daniel John Barron

Mr Troy Bates
Mr Darryl Wayne Beaton
Mrs Joan Audrey Bedford
Mr Paul James Beech
Mr Alan Alfred Bentley
Mr John Henry Bergin
Mr KeithBillingham
Mr Frank Bert Bloxham
Mrs Venita Merle Boodle OAM
Mr Arnold Bogaers
Mr Keith Douglas Bolitho
Mr Clement Cecil Bowra
Mr James Edwin Boyd
Mrs Evelyn Ronaldine Brady
Mr Arthur Benjamin Bransby
Mr Neville Gilbert Brass
Mr Peter Ross Brenner
Mrs Brenda Brindley
Mr Graeme Brockman
Mr Andrew John Brooker
Mrs Gladys Elizabeth Brooks BEM JP
Mr Thomas George Brown
Mrs Valmea Wendy Brown
The Rt Rev Bishop Bernard Buckland
Mrs Dorothy Burgess
Mrs Joan Marion Burn
Mr Bradley Carlé
Mrs Estie Rae Carter
Mr Kim Stuart Carver
Mrs Ingrid Chrisp
Mrs Linley Cilia
Mr Neville James Clarke
Mr Robert George Clarke
Mrs Mildred Rose Coad
Mr Barry Thomas Coleman
Mrs Reta Elizabeth Coles
Mr Alan Connell
Mr David Cook
Mr Stanley Victor Cook
Mr Kenneth Cooper
Mrs Heidi Jacqueline Cowcher
Mrs Kathleen Anne Crofts
Mr Neil Crofts
Mr Wayne Peter Cullen
Mrs Leanne Winifred Dale
Dr Stephen Leon Dale
Mr George Laurence Daley
Mrs Joanne Daley
Mr Malcolm Douglas Davies
Mr Damian Davini

Mrs Gloria Chrisma Davini
Mrs Kerry Davis
Mr Lanceolot Norman George Davis
Mrs Gail Patricia Dennert
Mr Ian Digweed
Mr Oraste Frank Di Scerni
Mr Norman Maxwell Dixon
Mr Clifford Lyall Doncon
Mr Steven Douglas
Mr John Patrick Downey
Mrs Elizabeth (Elsa) Drage
Miss Elizabeth Dreges OAM
Mr Robert Kemp Russell Duncan
Ms Terri Fiona Edwards
Mr William George Edwards
Mr Barrie Neil Ellison
Mr Robert Edward Elphick
Mr John Richard Evans
Mrs Lynette Mae Evans
Mr Donald Reginald Fallon
Mrs Valma Dawn Fallon
Mr James Farnworth
Mr Eric Campbell Farrell
Mr Peter Wiltshire Felton
Mr Nelson John Fewster
Mrs Linda Field

Mr Michael Victor Fields CD
Mr Clifford Frishlock
Dr John Graham Francis
Mrs Barbara Anne Franklin
Mr Donald Frearson
Mrs Doreen Clare Gardiner
Mr James Kelvin Gattera
Mrs Elizabeth Mary Gent

Mr Otto Herman Gerschow
Mr Michael Giovinazzo
Mr Ellis Francis Godwin
Mrs Janet Goodwin
Mr Kelvin Paul Gray
Mr Peter Alan Green JP
Mrs Patricia Ruth Griffith
Mr David Jon Grimmond
Mr Gary Guelfi

Mr Glen Lindsay Hall
Mrs Evelyn Rosa Hammer
Mr Mervyn Desmond Hansen
Mr John Victor Hards
Mrs Pauline June Harris
Mr Robert Harrison
Mrs Patricia Hatch
Honours and Awards for 2011
Promoted to Knight
Nil
Promoted to Commander
Mr Kevin John Arnol
Promoted to Officer
Mr Phillip David Cammiade
Mrs Catherine Patricia Ivey
Admission as Member
Mrs Irene Edith Bain
Mrs Evelyn Ronaldine Brady
Mr Neville Gilbert Brass
Mr Bradley Carlé
Mrs Heidi Jaqueline Cowcher
Ms Terri Fiona Edwards
Mr Robert Edward Elphick
Mr Ellis Francis Godwin
Mr David Jon Grimmond
Mrs Enid Dixon Home (posthumous)
Mrs Carol Ann Hope
Mrs Helen Margaret Laycock
Miss Melissa Northcott
Mr Brian John Payne
Mrs Kelly Ann Pearce
Mr Neville Steicke
Ms Sharon Stewart
Mr Brian Leslie Tripp (posthumous)
Mrs Rosemary Helen Tulloch
Mr Glenn Matthew Willan
Commandery Commendation
Mr Andrew Doing
Mrs Margaret Gray
Ms Katherine Irvine
Ms Claire McGarr
Mr Robert McLachlan
Mr Scott Russell
Mr Sean Scott
50 Years Membership/Service
Nil

Obituary
2010 / 2011
We report with the deepest regret the death of the following members in the Order:
Brian Tripp MSJ
Kenneth David Jones Evans OstJ
Benjamin Benson Clarke MSJ
Enid Home MSJ
James Leonard Morley JP MSJ
Thirza Irene Marwick MSJ
Henry Eade OstJ
George Watson Rudland MSJ
Frederick James Major MSJ
Ernest Charles Mitchinson MSJ
Lloyd Douglas Lansdown MSJ
Edna Phyllis Lightbody MSJ
Jens Kevin Hudson MSJ

Great care has been taken in compiling the foregoing nominal roll of members of the Order. It is possible, however, that mistakes have occurred. Please notify St John Ambulance WA immediately of any errors or omissions detected.