



St John WA

## Board Communiqué

Ngalak kaadatj ngalang Wadjak moort wirin (We acknowledge our Whadjak families' spirit). Thank you to those who communicated after the last *Communique* through Board.Chair@stjohnwa.com.au. This is the third St John WA *Board Communique*. The St John WA Board provides governance to the organisation which delivers on its charitable purpose:

***'To serve humanity and build resilient communities, through the relief of sickness, distress, suffering and danger.'***

### Role of the St John WA Board

The Group Board's role is in keeping with St John WA's need to pursue its charitable purpose effectively and meet its obligations under the law. St John WA's Board has four roles:

**Role 1. Group CEO oversight and resourcing**

**Role 2. Group performance and accountability**

**Role 3. Group compliance and risk**

**Role 4. Group strategic direction**

The role of the Group Board and its non-executive directors remains delineated from the executive responsibilities, which are delegated to the Group CEO, Kevin Brown, whose role is to run the St John WA organisation.

The Board of St John WA commences this *Communique* with a special messages of care.

Our thoughts are with our NSW counterparts after the sad loss of St John NSW event health volunteer, paramedic, father and soon-to-be husband Steven Tougher.

In WA, we acknowledge the passing of a country volunteer in the Wheatbelt region.

### Acknowledgements

An Acknowledgement of Country: The St John WA Board meeting opened its meeting with a special visit from two members of the St John WA team who were instrumental in forming the Reconciliation Action Plan. The highlight was listening to paramedic Jeremy Maitland-Smith who shared his journey working with St John WA since 2015. Jeremy is a Yamatji man, born in Dampier. He initially volunteered for St John WA, and then accepted a First Nations scholarship to join as a student ambulance officer. Jeremy shared, with the Board, his vision to attract more First Nations team members into the St John WA team. Head of Community Engagement, Christina Blake, also shared her reflections of St John's past and how we can together build a positive and inclusive future. The Board, in return, showed support for St John's reconciliation journey and also support for the on-country learning and recruitment Jeremy wishes to initiate.

An Acknowledgement of St John: The Board relived the St John WA Investiture where 69 new Order Members were invested due to their ongoing 'Service to Humanity', and nine were elevated to Chapter (or being a voting member of St John WA). St John WA now has more than 600 Order members and around 125 voting members. There are 21 000 St John Order members in the world. The Board noted the Governor and Knight Commander's new desires to encourage volunteering in WA – as he's learned of the value of volunteering as a positive wellbeing force for all community members. The Board reaffirmed that St John WA is only one of five Commanderies in the global St John family of charities, with Isle of Man, Bailiwick of Guernsey, Bailiwick of Jersey and Ards in Northern Island being the other four. There are 11 Pories and 27 Associations, and these five Commanderies, which make up the St John International family.

### Agenda items

The second Quarterly Board meeting (known as a 'red' board meeting) represents a full 90 days, or quarter, since the first Quarterly Board meeting. This means its focus is on the Board's Role 2; Performance and Accountability. The meeting commenced through a new Conduct and Compliance check, where the Board



articulates its expectation of workforce adherence to its Code of Conduct, and the organisation's adherence to all compliance matters. There was a strong 'financial' focus on this agenda. This meeting also represented the first time the new Committee Chairs shared their findings with each other.

### 1. Major Decisions Support

The Board made three property related decisions outside of the Group CEO's delegations; two being regional (Frankland River and East Bunbury) and the third related to Great Eastern Highway Hub regarding the refurbishment of clinical training and statewide support facilities. The Board committed to supporting the Group CEO, to support the full team, with a strong and sustainable investment in technology over a five-year period. The Board advanced its Board to Group CEO Delegation of Authority to financial levels suitable for a business of the size of St John WA in the year 2023. (Role 1)

### 2. Group CEO to Board Quarterly Report

The Group Board heard from Group CEO Kevin Brown on performance and accountability matters of the January to March quarter, compared to matters highlighted 90 days prior:

- Overall Group: The Board heard of progress in stakeholder engagement process from Order Members through to major Partners and heard views from such engagement, progress was aligned to key strategic projects and Board key risk dashboard rectification matters.
- Service Stream 1 Preventative: The Board noted the shift in total number of first aid students trained year-to-date is 82,500 being greater than the target number and a strong growth in first aid kits, AEDs serviced, and first responder 'App' numbers. An increasing net promotor score of 77 from customers for first aid training was highlighted. The Board noted a change in the percentage of 'cardiac arrest patients with defibrillator applied prior to ambulance arrival' from 5.1% to 7.7% over a 12-month period. The Community First Responder network and First Responder app are initiatives to support improved outcomes.
- Service Stream 2: Community: The Board was briefed on the Primary Health Nursing initiative, transparent signage indicating wait times, and quality of care differentiations of St John WA Urgent Care. It was informed about 40,000 Urgent Care patients may have avoided ED attendance thanks to the service over the FY22-23 year to date. There was also an increase in the number of Event Health Services the team provided in the last 90 days.
- Service Stream 3: Emergency: The Board noted the Stryker stretcher rollout, recruitment plans for winter, Virtual Emergency Medicine trial usage, and ambulance performance measures aligned with the Department of Health contract – particularly the strong uplift in Triple Zero (000) answer times.
- Corporate People and Culture: The Board discussed the appointment of two dedicated Volunteer Experience leaders to support metropolitan and country volunteerism, the Government's Family and Domestic Violence training process, team member's learning and development needs analysis for 2023-24 and the new Wellbeing, Safety and Injury Management Transformation model.
- Corporate Finance: Amongst many matters, the Board heard changes and impact of the last two years 20% increase in vehicles on depot space, the focus on the standard of all depots across the State, cost saving targets to reduce waste, and optimal locations of St John locations across the state in the future.

(Role 2)

Group CEO, Kevin Brown, also updated the Board on the leadership recruitment program, aligned to the new transparent and coherent Group Model. Chief Officer leadership appointments of Preventative (SS1), Community (SS2), Emergency (SS3) and Corporate leader Chief Financial Officer are pending. (Role 1).

### 3. New April 2023 financial delta point

The Board spent much time analysing the current financial situation of the Group – to ensure all Board members, Group CEO, and the external strategic direction and planning team SIA Partners, have the same financial information as each other. This was the first investigation and financial segment reporting under the new transparent Group Model. The analysis enabled clarification of the charitable positioning of both the two companies; St John Ambulance Western Australia Ltd and Apollo Health Ltd. The delta point covered five elements:

- Major financial risks the Board considers,
- Current financial situation, compared to previous years,
- Relevance of existing 'financial performance measures',
- Segment reporting aligned to the coherent Group Model, and
- Corporate structures with reference to Corporations, Charities and ACNC Acts. (Roles 1, 2, 3 and 4).



#### 4. Group Board Committee Reports

The Board Members shared Committee learnings for the first time since it formed as a new Board. This Board has shifted into a leading-practise model where Committees are fully sweated to deeply oversee performance and accountability of chosen topics. The summary of these shares include:

- Clinical Performance Committee - this was a share from the inaugural meeting with new Committee Chair Jeffrey Williams, and the Board heard from new Co-opted Independent member Tony Walker – who reaffirmed “St John WA’s clinical standards are considered second to none”. Jeffrey highlighted the focus on ‘patient outcomes’ in Service Streams 2 and 3.
- Health, Safety and Culture Committee - this was a share from the inaugural meeting with new Committee Chair Elisa Fear discussed the organisation’s investment in the Peakon Platform (St John WA’s new Employee Engagement Program which is well-used and recommended by Hato Hone St John NZ), current health and safety measurements, and a focus on psychosocial hazards in the workplace.
- Nominations and Remunerations Committee - with myself as Committee Chair, we approved new modernised ‘Terms of Reference’ covering Board and Executive performance processes, Board and Executive remuneration processes, and Board recruitment and succession processes. A more contemporary Board Composition Matrix was formed and **released here**.
- Audit and Investment Committee - new Board member and Committee Chair Craig Heatley highlighted the positioning of this Committee, with the focus in the first instance being the development of the Committee’s workplan; with the discussion at the Board meeting informing towards financial measures, transparency mapping, property oversight, and investment planning to be incorporated in the workplan.
- Risk, Compliance and ESG Committee - new Committee Chair, Andrea LeGuier, indicated the new risk framework was a topic of note, plus the advanced focus on compliance and the commencement of ESG oversight from the Board.

(Role 2 and Role 3)

#### 5. Board Governance Advancement – Company Secretariat growth

With governance being a key focus of the St John WA Board, it appointed two new Company Secretaries (Co Sec) at this Board meeting. Well-regarded Board governance improver, Darryl Edwards is one, with the second being announced shortly. St John WA’s current Co Secs of Ly Cejka and Elham Saunders shift back into their Legal Counsel roles leaving the Co Sec work to the new additions. The Board congratulated Ly and Elham for their heavy work of the last two years as shared Co Sec team members.

### Board changes

The Board gratefully welcomed two expert external advisers, called Co-opted Independent Committee Members, to the new Clinical Performance Committee:

- Mr Tony Walker ASM – former CEO of Ambulance Victoria and an intensive care paramedic
- Dr Nilfeur McKay – a nurse practitioner and senior lecturer/ course coordinator of the Nurse Practitioner Program at Edith Cowan University.

The Board of 2023 is fully formed in terms of people and processes.

### Next meeting

The next Board meeting is a mid-quarter meeting, also known as a ‘yellow’ meeting, will be held in Bunbury over two days June 28 and 29. On route to this meeting the Board will stop off at two sub-centres and will then hold its second Order Engagement meeting in-person in Bunbury plus online through the full State. The Board will hear a full ‘Service Stream One’ (all the Preventative services) presentation, will complete another ‘delta point’ exercise, this time on the Group’s culture, will consider the budget process, and will decide upon the Cohen Trust investment. It will have its first full Board strategic direction workshop with SIA Partners.

(Role 2, 3 and 4)

### Closing remarks

The St John WA Group Board welcomes the new appointees joining St John WA, from the new Chief leaders through to the hundreds of workforce members being attracted (both paid and volunteer) through the heavy recruitment process currently underway across all Service and Corporate Streams. The Board is working hard to help Kevin Brown and team progress into being a high-performing + much-loved WA entity.



Regards, St John WA Board



*Sally Carbon*  
she/her

Board Chair OAM, OLY, CSTj, FAICD

### **Board Attendance**

April 2023:

- Present: Sally Carbon (Chair), Jeffrey Williams, Elisa Fear, Andrea LeGuier, Tony Ahern, Mike Gurry, Craig Heatley and Amanda Healy, via a face-to-face meeting.
- Co-opted Independent Committee Member: Tony Walker joined for the Clinical Performance Committee share.
- Apologies: none