



## St John WA

# Board Communiqué

As the end of 2023 approaches with the arrival of the festive season, we pay attention to all the wonderful St John team members – both paid and volunteer – who are rolling up their sleeves to care for Western Australians when many are enjoying a break. Service over the season is admirable and we thank all team members for such dedication.

It is also a time to reflect on the year past. A year which includes moments of heart-wrenching personal impact, yet a year of great growth at the same time. We welcomed many new team members, in fact, we hear that St John WA attracted a massive 700 new team members this calendar year. Welcome to the St John WA team and thank you for joining this purposeful, not-for-profit and charitable organisation.

### 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, and has four roles aligned to Australian Institute of Company Directors (AICD) parameters, being:

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

**Role 2. Group performance and accountability**

**Role 3. Group compliance and risk**

**Role 4. Group strategic direction**

St John WA Board Directors govern the organisation sustainably, and create value (such as social, economic, data, human capital) completely aligned to the St John WA purpose. In performing its duties, the Board follows the *Corporations Act 2001 (Cth)*, St John WA Constitution, the 10 AICD Governance Principles, the six Australian Charities and Not-for-Profits Commission's Governance Standards and the appropriate ASX Corporate Governance Principles and Recommendations. All St John WA Board members are to be AICD, or equivalently, qualified. The Board Chair is not superior to the GCEO – the Board and the GCEO have two different Charters.

St John WA organisation-wide values are:

**Lead with Heart**

**Think Team**

**Make it Better**

**Walk the Talk**

## Acknowledgement of Country

Andrea LeGuier acknowledged the Whadjuk people of the Noongar nation as the Traditional Custodians of the land on which she works and lives, and paid respects to Elders past and present. Ms LeGuier also shared a personal story of association with First Nations people in her childhood in the Wardandi land.

## Recognition of St John

Craig Heatley conducted a Recognition of St John and shared feedback from a recent visit to Canberra for 140 Years of St John in Australia event. He commented on the significant event and on stronger learnings between St John WA and other St John organisations across Australia.

## December Board Agenda

The Board's 2023 workplan was strategically designed to include two meeting formats: heavy performance and accountability meetings (red Board meetings) and strategic, organic meetings (yellow Board meetings). The last Board meeting of the year was a yellow meeting.

At this meeting, the Board covered a deep dive into Service Stream 3: Emergency, a spotlight on the Group's clinical performance and governance, and an overarching analysis of the Peakon Engagement Platform St John WA culture scores, among other items.

**Deep dive items:**



## 1. Clinical Performance and Governance

The Board analysed St John WA Group's 10 (of 17) services, which are considered clinically-driven services. To ensure the organisation is continually increasing its clinical performance, and at times, leading in the clinical space, St John WA Board invited Dr Audrey Koay from Department of Health to present to the Board (plus the Group CEO, the Chiefs of the Community and Emergency Stream, and the General Manager Clinical & Operational Excellence) to challenge its thinking. The Board approves the organisation's positioning on safe and quality healthcare provisions, oversight of the clinical governance framework, and culture of clinical safety and quality. The participants found the presentation by Dr Koay an excellent reminder of how to achieve these tasks – whilst ensuring team members felt valued for their continual improvement journeys and contributions. The Board is extremely grateful to Dr Koay for her genuine and open approach to shared learning. The Board noted that St John WA is sophisticated in some areas of clinical performance. The organisation is determined to be high performing in all clinical standards of the services it offers the people of WA.

## 2. Service Stream 3: Emergency



The Board reviewed Service Stream 3; Emergency, at this Board meeting. This is the largest Service Stream for St John WA, and includes services of Ambulance (Metro, Country and Hybrid), the State Operations Centre, Special Emergency Services, Patient and Community Transport. The Board analysed a well-orchestrated heat map, constructed by Chief of Emergency Brendon Brodie-Hall that demonstrated areas of the business performing well, through to areas needing further focus. This report included 100% compliance rating against the Ambulance Services Agreement (ASA), at the one-year mark of the contract. Of significance during this

quarter, was the statistic that nine of the busiest 20 days of the ambulance service's 100-year history occurred since November 1, 2023 to mid-December 2023, and an overall 28% increase in case-load since the start of 2018. Such statistics also indicated the widening of the resourcing gap during the year and the dedicated need of recruitment and training. **The Board noted the ambulance service's top ranking of 'second' across all ambulance services in Australia and New Zealand, for patient satisfaction – a result the team should be exceedingly proud of.**

The full written and verbal report from Brendon enabled the Board to see risks, compliance, stakeholder engagement results, performance, human resourcing, built form equity, health and safety, culture and financial implications of such services. It also heard of progress being made to ensure all services in the Stream can function in a 2024+ model – suitable to young, older, newer or more experienced team members. Brendon demonstrated priorities for the Stream from resourcing, safety, partnering, standards, leadership, a focus on country, plus much more. Furthermore, he demonstrated the future focus on patient and community transport services to better assist Western Australians achieve high health and care standards from 2024 onwards.

## 3. Engagement Scores

The early data collected through the first St John WA Engagement Platform (a live digital platform called Workday Peakon) was provided to the Board, two hours after the survey closed. The results had been collected from November 30, which afforded a two-week window of collection. There were 3600 volunteers and 3400 paid team members who were asked to respond through the transparent and live dashboard, which resulted in 2,257 (32%) team members participating and 22,175 anonymous comments. The Board noted the use of the contemporary digital platform, and the team members input into it, as the Board's role is to oversee mechanisms to monitor and evaluate the culture of St John WA – which not only includes the data coming in, but also the actions underway to correct or grow improvements to culture as a result of team member feedback.

The Board looks forward to understanding the analysis of the raw data and action plans resulting from it in the next Quarter. The Board was pleased with growth in culture at St John WA, but more importantly congratulated the huge number of team members invested in culture growth, indicated by the high response rate within this new St John WA Engagement platform.

## 4. Board Approvals

The Board made the following approvals during the December Board meeting:



- Modern Slavery Statement – focus for 2023 being procurement-with-confidence, and team members not covered by an award, and focus of 2024 being Apollo Health procurement, more St John WA suppliers surveyed, incorporation in contracts, stronger reporting mechanisms, plus more including use of Walk Free tools.
- Central North Hub Project Budget Variation – up to \$3.6million variation to the redevelopment of facilities at 8 Cowcher Place, Belmont for ambulance and patient transport.
- Appointment of Directors to Apollo Board, a wholly owned subsidiary of St John WA.
- Appointment of Risk, Compliance & ESG and Audit & Investment Committee members.
- Board Calendar and Workplan.
- Group Values, Strategic Direction, Aspiration Statement, plus the in-principle approval of the unfolding Strategic Plan.

## 5. Non Executive Director Recruitment

The Board analysed a December 2024 Board Skills Matrix to ensure recruitment of appropriate Non Executive Directors poised to fill casual vacancies on the Board. Fortuitously, the AICD released a White Paper on modern-day skills matrixes this month, and the Board used this learning to challenge its thinking on such appointments. The matrix covered both depth of skills and breadth of skills, governance, sustainability, cyber, remuneration, stakeholder relations, and the strategic direction in which the organisation is heading. External recruitment expert Alison Gaines provided the Board a long-list of candidates, of which the Board use the matrix to create a shortlist. Candidates will be interviewed over the break in readiness for casual appointment in early 2024.

### Closing remarks

The Board wishes to reinforce its positioning on transparency – from the release of culture results, clinical standards, resourcing impacts (data, human and financial) and more. In 2023, the Board commenced its oversight of ES(P)G, with 2023 starting on the G – being Governance. 2024 will be the year of E – Environment, and 2025 S – Social. Throughout this three-year period the organisation is focussing on P – People all the time, given St John WA's biggest asset is its people.

Whilst wrapping up the year, the Board paid much credit to the Group CEO Kevin Brown who commenced on January 3, plus five new Chiefs in Megan O'Donnell, Darren Webb, Brendon Brodie-Hall, Tamsyn Howard and Martyn Jenkins, who form a distributed leadership team. The Board is most grateful for the incredibly high effort this team has put into the organisation. Thank you. However, it's not just about the leaders, it's about the almost 8,000 team members across WA who all continually put the care of their fellow Western Australians front-of-mind. The Board wishes all team members a safe, happy and connected Festive Season in 2023. And being part of 44-country-strong St John organisation globally, we send our wishes to all St John members around the world at this time.

Regards all,



*Sally Carbon*  
she/her  
Board Chair OAM, OLY, CSTJ, FAICD

### Attendance

December 2023:

- NEDs Present: Sally Carbon (Chair), Amanda Healy, Craig Heatley, Jeffrey Williams, Andrea LeGuier and Elisa Fear.
- NED Apologies: Nil
- Executives: Kevin Brown GCEO and Chiefs Darren Webb, Brendon Brodie-Hall, Tamsyn Howard, Martyn Jenkins, General Manager Clinical and Operational Excellence Joe Cuthbertson.
- Guests: Dr Audrey Koay, Department of Health, Office of Patient Safety and Clinical Quality
- Company Secretary: Gauri Potdar