



St John WA

Board Communiqué

Kaya.

All Stakeholders are invited to track progress of the St John WA Group Board across the year through this new Group Board Communiqué, this is the April edition. The St John WA *Group Board Communiqué* is released after Board meetings. This *Communiqué* represents a summary of a quarterly or 'red' meeting which are more linear in style, due to the heavy performance and accountability oversight which occurs at these quarterly meetings.

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.'**

The 2030 Strategic Direction, as set by the Board is 'everyone', 'connection', 'adding wellbeing to health', and 'for-the-future'. The Strategic Plan approved at this Board meeting, consists of a Group CEO-led 2030 vision statement, and a June 2026 mid-term vision. Through to June 2026 the Group CEO will **'uplift St John WA's people's digital capabilities to make the most of the innovative technology, and partner with other agencies, placing St John WA at the heart of the wellbeing and health ecosystem'**. It is this June 2026 intentional drive that will push St John WA closer to the 2030 Strategic Direction, and 2030 Vision.

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, AICD Governance Principles (updated 2024), Australian Charities and Not-for-Profits Commission's Governance Standards and appropriate ASX Corporate Governance Principles and Recommendations (updated 2024). All St John WA Board members are to be professional and qualified Non Executive Directors. 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

Highlights of the April Quarterly Board Meeting

The Board of St John WA would like to commence this *Communiqué* with thanking the executives' heavy lifting to form the July 2023 to June 2026 St John WA Strategic Plan, as well as strong articulation of the 2030 strategic positioning. The Group CEO will now engage with all team members (and partners) to empower them through this compelling and new sense of direction, fostering high meaningfulness in the work they are doing, whilst serving the people of WA.



Acknowledgements

- An Acknowledgement of Country: Board member Amanda Healy eloquently Acknowledged Country all across WA, noting the Traditional Owners across the full State. Through this Acknowledgement, Board members also noted the next level Reconciliation Action Plan (RAP) with GCEO Kevin Brown highlighting the innovation coming through this next level. During this Board meeting, all Board members were presented with which of the 17 services had dedicated First Nations service support.
- A Respect of St John: Board member Jeffrey Williams reinforced the value of the Investiture held during April, upholding St John International's global traditions with the occasion, the journey to be invested and impact such recognition has for new and Member alumni.



Quarterly Operational Report (QOR) highlights:

- Special focus for this quarter's QOR was a request from Board to highlight St John WA's services dedication to First Nations end-users. Board noted and discussed such services being five of the 17 services¹, including First Aid, Mental Health First Aid, country and metro Ambulance, country Patient Transport and Community Transport. During the Board meeting, Service Stream Chiefs also verbally highlighted future plans to further assist First Nations recipients. Also of note, a pilot program in north west of WA for a Cultural Response Officer and Aboriginal Health Worker recruitment to deliver SJWA's First Nations Workforce Engagement Plan.
- **Service Stream 1 Preventative:** amongst many items, the Board noted heavy activity in this Stream, in particular positive response to the First Responder App updates including 28 per cent active user increases, 48 per cent increase in registrations, and a near 15 per cent increase in incidents accepted by First Responders.
- **Service Stream 2 Community:** amongst many items, the Board noted 90 per cent of Urgent Care Centre patients having initial assessment within 15 minutes, a score well exceeding the 75 per cent benchmark, the development of the Event Health Services centralised dashboard and the potential country services.
- **Service Stream 3 Emergency:** amongst many items, the Board noted the increased engagement through Aged Care, the operationalising of the new DFES contract, the Extended Care Paramedic trial for emergency department conveyance reduction.
- **Corporate**
 - People, Development, Culture: amongst many items, the Board noted Group complaints and feedback system, content and tracking, progress of the Volunteer Passport Program

¹ Services include: Service Stream 1, Preventative – First Aid training, Mental Health First Aid Training, First Aid Focus, First Aid Products, State Defibrillator Network, First Responder, St John Safe. Service Stream 2, Community – Urgent Care, General Practice, Dental, Event Health Services, Industry Medical Services. Service Stream 3, Emergency – Ambulance, State Operations Centre, Special Services, Patient Transport Services, Community Transport Services.



(aligned to Strategic Plan Focus Area #3: Volunteering Reimagined), and the new tracking of team member 'churn', within a high recruitment phase.

- Business Enterprise; amongst many items, the Board noted the status of the reforecast and budget process, investment plans, and Project Lighthouse (digital transformation), internal audit support, and the restructuring of the Business Intelligence with strong outcomes of the new focus on analytics. Board noted focus and clearing of "extreme" risks, as well as quarterly financial reports, from this quarter. For the quarter, the operating revenue was 1 per cent short of budget, and cost of service delivery was 1 per cent above budget, with overheads and savings continuing to be in spotlight during SJWA's heavy transformation period.
- Brand and Customer; the Board noted commentary on brand, marketing, business development and innovation, customer experience and social sustainability with highlight of customer Net Promotor Score (cNPS) function providing new insights for Board members.
- Health and Safety; amongst many items, the Board heard the new WHS Incident and Injury Management Report which went live in the last quarter.
- Group CEO next quarter: the Board noted commentary from GCEO including elevated methods to capture customer insights, multiple releases of customer-driven new SJWA service sub-types, workforce wellbeing under transformation conditions, and budget and forecast implications of the transition. Board was pleased to see the LTIFR improvements year to year of 31.4 (March 2023) to 24.3 (March 2024), and encouraged continual positive trending.

Quarterly Strategic Report (QSR)

- The Board was presented with the GCEO-driven July 2023 to June 2026 (noting the Plan has been under 'rehearsal and action' since July 2023), as a Plan being the "initial three-year pathway towards the 2030 Aspiration of **'we will be there for you. Connecting every Western Australian with care to benefit wellbeing and health'**". The Plan included 'plan-on-a-page', growth between 2026 and 2030, SJWA's Activity System (competitive advantage), SJWA's Flywheel, SJWA's Value Chain, SJWA's investment to support the Plan, metrics and targets, reporting method, next steps (Stream plans, and engagement), and deliverables over the three years.
- The Board approved the 10 metrics of the Strategic Plan in principle last November, and noted quarterly variations of this quarter (noting all metrics are not currently measurable).
- In conclusion, the Board approved the June 2026 Strategic Plan, in readiness for costing through the budget period and longer-range financial forecasts.

General business: Approvals and Noting

- **Committee reports:** The Board holds 16 formal Committee meetings amongst the Board's annual calendar of activities, as well as many informal engagements. At this April Board meetings, the Board discussed items within the committee minutes presented, as well as:
 - **Audit and Investment Committee:**
 - The Board discussed, in full, the Property Plan - the first cut of the long-range Property Plan, an important Plan under Strategic Plan, Focus Area 5, "Become an Excellent Organisation", and Value "Make it Better". The Board and the GCEO is driving built-form standards hard and there is a strong commitment to standards of work environment, at present. The Plan now goes through the Board's Audit and Investment Committee for further scrutiny, in readiness for budget approval at the June Board meeting. Some high-level features include:
 - respectful equity of standards for the 296 locations across the state,
 - execution of the plan is to ensure all SJWA locations are safe,
 - inclusive of ES(P)G standards (inside and outside built-form) as approved by the Board,
 - strategically significant to enable SJWA performance, and
 - are enjoyable for those who provide and receive services through such sites.
 - Risk, Compliance and ES(P)G Committee:



- The Board discussed the more advanced Assurance Mapping initiative undertaken, at the organisation, to enhance the quality of service, continually improve operational governance and ensure efficient use of resources.
 - The Board approved the overarching Policy Framework, which provides guidance to team members who create, review and maintain the suite of policies at SJWA and managed through single Policy Register, being the Connect Policy Hub.
 - The Board approved the Board Positioning Paper for the SJWA 'Year of the Environment' (of ESG) at SJWA. This paper affirmed the Board's accountability of the organisation's commitment to 'the environment'. In the 'Year of E', the organisation is 'listening' to SJWA's people and land, enabling the first-ever baseline assessment of SJWA's environmental footprint. This footprint (carbon, waste and water) will be released at the Annual General Meeting in October 2024.
- Health, Safety and Culture Committee
 - The Board discussed and approved the revised Group-wide Code of Conduct. The new Code of Conduct is a revised policy, which is supported by a suite of documents already in play or in development. A comprehensive training program will be rolled out to uphold the Code and include People Leader training to ensure consistent and appropriate handling of reports under the Code. The Board checks adherence to this Code, formally through the GCEO, at each of these Quarterly Board meetings, and informally, on regular occasions.
 - Nominations and Remunerations Committee
 - The Board approved the GCEO Accountability Framework, aligned to the Board's role #1, GCEO performance and resourcing. This Framework includes oversight of performance, methodology to move remuneration tiers each year, and an incentive program aligned to achievement of six features. The remuneration and Framework was formed with assistance by two different independent advising firms over a 12-month period.
 - Clinical Performance Committee
 - The Board noted the record of the Circular Resolution passed to approve SJWA's Clinical Governance Framework, across the full Group covering 10 of the 17 services St John WA offers the people of WA. The Framework was externally reviewed by partner Department of Health, Patient Safety Surveillance Unit, and was informed by Governance Plus, an external agency, and internally through the three Service Stream Chiefs.

Board changes

- Nil this month, noting Board succession, in particular the Chair's succession, is set for Nominations and Remunerations Committee Workplan, herewith.

Next meeting

- The full Board completes its mandatory and legislative professional development in Q4 FY24 covering topics such as The Work Health and Safety Act, and implications of the Australian Charities and Not for Profit Commission (and Act) on St John WA performance of its parent and subsidiary companies.

Closing remarks

- I, personally, would also like to pay gratitude to the people of Williams who held a warm 60th Anniversary event in the past month, celebrating over 130 volunteers who continue to build and run the Williams Sub Centre since 1964, originally on the site of the now Williams' Woolshed. Thank you for having me at your celebration, Williams, and congratulations for servicing the local people for 60 years.



- As the Group Board values honest transparency, it enjoyed the recent Order Engagement Session held amongst the Investiture in April – where 93 Order members were in attendance, and others were offered online viewing of the Engagement. There are more than 600 Order members in WA, post the 2024 Investiture.
- The June Board meeting, to be held in Geraldton this year, will be a three-day engagement including Dongara and Northampton Sub Centres. Board members are looking forward to visiting the Geraldton region, noting that the Board is trying hard to hear (and feel) all views amongst the 9000 of us, plus the ‘client’s voice’ amongst external stakeholders.

Regards, St John WA Board



Sally Carbon
she/her

Board Chair OAM, OLY, CSTJ, FAICD

- **Attendance: April 2024 (8:00am to 2:30pm)**
- Board members: Sally Carbon (Chair), Andrea LeGuier, Jeffrey Williams (part attendance), Monish Paul, Craig Heatley, Amanda Healy, Elisa Fear, Matt Mueller.
- Management: Kevin Brown (GCEO), Service Stream Chiefs Megan O’Donnell, Darren Webb, Brendon Brodie-Hall, Corporate Chiefs Tamsyn Howard, Martyn Jenkins, and Strategic Plan lead Stephen Cummins
- Company Secretary: Gauri Potdar
- Absent: nil.