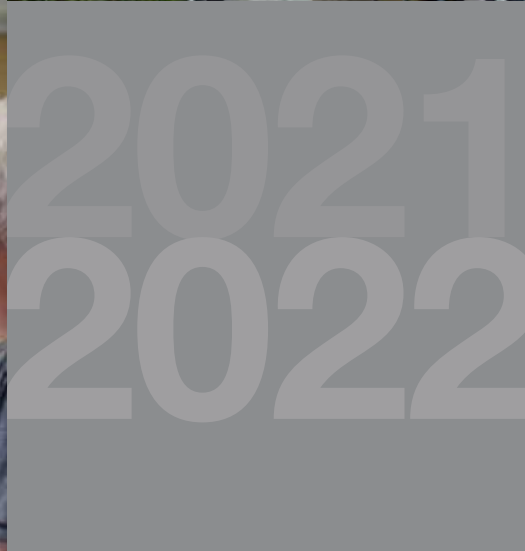


Annual Report





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Friendly Society Private Hospital
19-23 Bingera Street, Bundaberg QLD 4670
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thefriendlies.org.au/annual-reports

November 2022

Our Vision

We aim to be a trusted and reliable asset to our community, delivering modern dependable healthcare.

We want to create an environment where our people are engaged and excited to be a part of the organisation; where our practitioners are confident and committed to personalised care, where patients and their families and friends are treated with respect and compassion, and where the goal is to achieve the best possible health outcomes.

We are committed to working with all relevant parties to provide better health for our community.

Our Mission

To be the Hospital and Pharmacy of Choice for Friendly, Quality Healthcare.

Our Values

We value **Friendliness** because it's foundational to our name and culture. Friendliness connects us to our community. Friendly by Name, Friendly by Nature.

We value **Courage**, to speak up, to have a point of view, to defend what's right and to embrace new ideas. Courage is taking ownership even if it costs.

We value **Compassion** because it is a means of respectful connection with another human being, to make a difference. Compassion results in caring action.

We value **Diligence** because it provides us with the ability to achieve. Working hard to do the right thing, the right way with a positive attitude.

We value **Wisdom** because its deliberate use allows us to reach our full potential. Wisdom makes knowledge effective.

Chairman's Report

On behalf of my director colleagues and The Friendlies community, I am pleased to present this Annual Report.

Stepping in as the Board Chairman in June 2022, I took up the reins following Les Hancock's retirement. His service over 20 years as a director, with 8 years as chairman, is admirable and shows his commitment to community service and engagement with health service provision in the Bundaberg region. I am delighted to be the chairman and look forward to continuing to work with my board colleagues, Simone Finch as Chief Executive Officer, the executive and, indeed, the whole Friendlies Team for the future of this wonderful organisation.

We have, however, some recovery to do. Still in the grips of COVID-19, the 2021-22 year brought a number of challenges as well as opportunities. The impact of the Global Pandemic was felt at The Friendlies as we worked to provide a safe environment for patients with the virus, as well as manage significant amounts of sick leave across our team. The financial impact has been felt, however, the emotional and physical toll on our committed team has been challenging.

I am proud to say that, as always, The Friendlies team has rallied and continued to support our patients and their families and friends with love, compassion and expert care. Despite being faced with COVID and other challenges themselves, our teams of health professionals, ancillary and operational staff, and our management team, have rolled up their sleeves and continued to provide services to our community.

Outlined further in this Annual Report, I am pleased to highlight the following:

- Following 24 years of service, Alan Cooper retired as Chief Executive Officer in early 2022. He is replaced by Simone Finch who comes to The Friendlies with a wealth of experience in health and human services, particularly in regional and remote regions.
- Undergoing a rigorous audit against the National Safety and Quality Health Service (NSQHS) Standards in June 2022, The Friendlies was challenged to ensure that our service delivery, community engagement and governance meets the national standards and expectations of our broader community. We were pleased to receive full accreditation in September 2022 and will be working to ensure all highlighted opportunities for improvement are responded to.
- We worked to improve partnerships with our Visiting Medical Officers, consultants and other health professionals. Strong relationships with our health colleagues are key to the success of The Friendlies and will continue to be a priority for the Board, CEO and our leadership team.
- Our community pharmacy in Barolin Street was sold, allowing us to consolidate our activities at the hospital. Most of the team moved across with the business, with plans for a reshaped, modernised pharmacy to be constructed in 2023.
- Although the construction of the new building is on hold, we went ahead with civil works in Crofton Street, laying the foundations for an exciting project in 2023-24.



Following consultation with the Board and Executive Team, a new Strategic Direction will be released in early 2023. Building on a history of providing excellent health care to the people of the Bundaberg region, The Friendlies is concentrating on bold, innovative growth over the coming years. Based on strong governance and ensuring safe, quality patient care, we know that The Friendlies will continue to serve the changing needs of our region.

I would like to express my sincere thanks to my fellow directors, Dawn Murdoch, Mark McLean and Glen Toll and our Medical Advisor, Dr Grant Phillips. I look forward to working with them all throughout the coming years, ably supported by Simone Finch, the Executive and the broader Friendlies Team.

Barry Dangerfield

CHAIRMAN OF THE BOARD

CEO's Report

The turmoil of the past few years during the Global Pandemic has affected the healthcare sector, with The Friendlies and Bundaberg being caught up in the swirl. Regardless of facing a highly contagious virus, nervous patients and community members, constantly changing policy settings and a decreasing workforce, The Friendlies team has done an extraordinary job during 2021-22.

Joining as the Chief Executive Officer in early 2022, I am thrilled to be working with such extraordinary and committed people. I am pleased, and proud, to lead the team and look forward to building on the foundations built by Alan Cooper. Retiring this year, after 20+ years at The Friendlies, Alan has left a legacy of quality care through an organisation with its roots firmly planted in the Bundaberg community. I thank him, personally, for his work and devotion to the organisation.

With the care and safety of our patients at heart, everyone at The Friendlies is focussed on ensuring we deliver high-quality services to our community. We know that, whether someone is a frontline nurse, a Visiting Medical Officer, a cleaner, orderly or administration team member, we are all here to ensure that individuals, their families and friends are supported during their time at The Friendlies.

This Annual Report provides a short outline of the successes, and challenges, we have had over the past 12 months. In addition to those outlined by our chairman, Barry Dangerfield, I would like to add:

- The Inclusion, Diversity and Equity in Action (IDEA) Committee was formed and has begun working to ensure that our organisation responds to the diverse needs of our community and workforce. The Committee is representative of the diversity in place at The Friendlies and will continue to work to build programs, such as an Indigenous Workforce Plan and a Veteran's Engagement Framework, to ensure The Friendlies continues to be a welcoming and safe place for everyone who visits or works with us.
- A Wellness and Wellbeing Committee has also been formed. This Committee was formed to respond to the exhaustion – both physical and emotional – being felt by the broader team as we continue to traverse the challenges of COVID. Members of the Committee led programs to engage with The Friendlies team (often including cupcakes or lollies) and check on their wellbeing. We take the wellbeing and safety of our team very seriously so will continue to be active supporters of the work of the Wellness and Wellbeing Committee.
- The effects of COVID continue to be felt through a depleted workforce. The Friendlies team worked to recruit and retain new staff, as well as continue to develop ways to build capacity with our current team. In response to the new Strategic Direction, we are formulating a number of innovative responses to manage workforce discrepancies including 'growing our own', working with education providers and social enterprise, considering ways to better engage potential staff, and redeveloping models of care to better meet the needs of our patients.



- Working to make our workplace more colourful, a team worked on a redesign of our uniform. The designs took into account different body types, requirements for the roles we undertake and the Bundaberg climate. Due to be rolled out in early 2023, we are pleased with the decisions taken by the wider team to modernise our look in the workplace.

We are very excited about our new strategic direction that will be released in early 2023. Entitled 'Being Bold', it brings an invigorated, redefined period of growth for The Friendlies. Based in research, the new direction is, indeed, bold and we are confident that it will positively increase health services across Bundaberg and the region. We look forward to announcing more when we can.

Finally, I would like to offer my personal thanks to the Board: Barry Dangerfield, Dawn Murdoch, Mark McLean and Glen Toll and our Medical Advisor, Dr Grant Phillips. I am fortunate to work with such a committed and passionate board and look forward to rolling out the new strategy with their guidance.

Simone Finch
CEO

Highlights

Total of 46,443 occupied bed days which is an increase of 7.2% from 2020-21.

Total of 16,545 patients admitted.

Total theatre procedures performed 17,089.

Total Emergency Department consultations 9127, an increase of 3.5% from 2020-21.

Re-accreditation status was achieved in October 2022 after external auditors carried out their NSQHS assessment.

In 2021-2022, 95% of incidents reported at FSPH resulted in 'minor to no harm' to patients.

The Friendlies worked with Queensland Health and the Bundaberg Public Health Unit to minimise the risk and spread of Covid-19 within the organisation.

The Epicor ERP software system was upgraded to deliver enhanced functionality across Finance, Procurement and the broader organisation.

The clinical documentation scanning project progressed.

There was a significant upgrade of IT infrastructure, providing improvements in security posture and a faster user experience, total cost \$721,000.

Significant IT security upgrades and regular software patching strengthened our information systems against external attack, along with with ongoing staff education to minimise the business risks.

The Endoscopic fleet was upgraded to 4K Olympus Videoscope equipment at a total cost of \$475,000.

The Cardiac Catherisation Laboratory clinical diagnostic equipment was upgraded, costing \$200,000.

New Critical Care Unit ventilators were purchased at a cost of \$110,000

Cardiac Telemetry and Monitoring System upgrade Unit 2, allowing us to better track our patients.

Ongoing debtor-cycle management by the Revenue Services team ensured that the cashflow needs of the business were fully met and vital medical equipment could be purchased.

We built a new Intranet site utilising the Microsoft SharePoint platform. Future plans include adding the document management system, encompassing policies and procedures.

Workflow processes were adapted to enable staff to work from home during Covid-19 isolation while maintaining system integrity and the safety of our team.

Staged plans were put in place to sell the Barolin Street pharmacy and consolidate pharmacy services on the hospital site.

We continued to support our NDIS participants with 354 filled orders for assistive technology and consumables along with the completion of 67 home modification projects.

We also completed 129 orders with our Home Care Provider (HCP) organisations and this area continues to grow with more HCP organisations utilising our services.

The Veterans Affairs (DVA) team provided services for 648 ex-service personnel during the year, filling 1817 orders for equipment or services.

Sixty-six items of home health were hired out to veterans and we provided 40 trials of equipment through the NDIS display centre.

Relationships were established with medical professionals and services in Gladstone and Agnes Water/1770 to determine the needs of those communities.

Covid-safe practices were developed and implemented throughout the clinical and non-clinical areas, ensuring safety for patients, staff and visitors in an ever-changing environment.

Established and commenced services of our first tele-health facility, situated in the Friendlies Medical Suites.

Through consultation with the staff, a new uniform was decided on and will be rolled out in 2023.

Implementation of new and improved governance structures to ensure the ongoing viability and compliance of the organisation.

The Inclusion, Diversity and Equity in Action (IDEA) Committee was established to ensure The Friendlies considers and meets the needs of our diverse community and workforce.

Wellness and Wellbeing Committee established. The Committee ran a number of events to engage with the staff, improve morale and spark joy.

Medical Advisory Committee

The FSPH Medical Advisory Committee (MAC) is a voluntary forum for key medical practitioners to participate in the governance of the business, particularly providing advice and recommendations during the credentialing of health practitioners who work at our hospital.

The MAC receives key information from the business through a Quality and Patient Safety report and an organisation status report from the CEO. Members provide advice, guidance to many topics during the year from our management reports.

Key issues discussed during the past year include:

- Quality and Governance strategies in meeting the industry standards outlined in the organisational-wide accreditation. Members were encouraged to support these changes as they were being rolled and implemented.
- Patient safety prevention strategies, specifically with hand hygiene and infection control to meet the requirements for the Covid-19 pandemic. At the end of 2021, statutory changes were discussed regarding the commitment to be fully vaccinated to practice medicine and work in vulnerable health care settings.
- Contractual work supporting our community and the public health system during the regional outbreaks of Covid-19. As the facility also renewed contractual arrangements (Hospital Purchaser-Provider Agreements) with health insurance funds, key information was shared with medical colleagues to assist in understanding the economic factors facing the business.
- Project work, both proposed and current works were openly discussed, and members provided feedback. This included:
 - Ongoing work to strengthen the organisation's Information Technology capability;
 - Expanding the capacity and capability of services provided to the community, particularly pharmacy, home health/NDIS, and surgical services.
- Credentialing the many health practitioners who have applied to work with the facility for the first time and those who have renewed their accreditation.

There were five meetings held during 2021-22. The meetings were impacted by a localised Covid-19 cluster in the facility, causing the postponement of the sixth meeting to July 2022.

The medical advisory recommended for accreditation the following practitioners during the year:

| | AUG 21 | OCT 21 | FEB 22 | MAY 22 |
|----------------------------------|--------|--------|--------|--------|
| Specialist medical practitioners | 6 | 5 | 4 | 3 |
| General medical practitioners | 4 | 2 | 2 | 3 |
| Locum medical officers | 2 | 4 | 5 | 11 |
| Other health practitioners | 2 | 2 | 6 | 1 |
| Renewal applications | | | | |
| Specialist medical practitioners | 2 | | 4 | 1 |
| General medical practitioners | 2 | | 1 | |
| Other health practitioners | 1 | | | |

Community Engagement

The Friendly Society Private Hospital continues to prioritise community engagement as a way to reflect the mission and the values of the organisation.

The history wall project progressed during 2021-22 with a number of medical items sourced, layout plans finalised and design concepts confirmed.

This will provide a valuable ongoing record of how our organisation began, the people who played a role in making the Friendlies what it is today along with setting the future direction in line with our heritage.

The development of the honour wall was an important part of engaging with our community to show who we are as an organisation, our board members, outlining our values and mission and the acknowledgement of the strong community support we have been shown by members of our community.

This board will also show our results and progress towards achieving future goals.

Over the year we continued to support our NDIS participants with 354 filled orders for assistive technology and consumables along with completing 67 home modification projects.

These ranged from minor home modifications up to major modifications to ensure people are able to maintain their independence in their own homes.

We also completed 129 orders with our Home Care Provider (HCP) organisations and this area continues to grow with more HCP organisations utilising our services.

Our Veterans Affairs (DVA) team provided services for 648 ex-service personnel during the year, filling 1817 orders for equipment or services; a responsibility we take great pride in being able to fulfill.

Some 66 items of home health were hired out to veterans and we provided 40 trials of equipment through the NDIS display centre.

Staged plans were put in place to sell the Barolin Street pharmacy and consolidate pharmacy services on the hospital site.

This included relocating the medication packing machine and the NDIS and DVA teams.

Of course, the Friendlies Foundation continued to be an important feature of the organisation's community engagement (see page 19).

Staff and professional partners participated in a number of awareness campaigns and fundraisers during the year, which the organisation supports to promote positive health messages and encourage community engagement.



Future Growth and a New Strategy

The Friendly Society Private Hospital is poised for an exciting period of growth to modernise facilities and expand services to meet the health needs of the community.

A new strategic plan is being developed with a theme of “Being Bold”.

This coincides with plans to build a new pharmacy and GP clinic near the Bingera Street entrance.

The work will free up space for a new Home Health Hub to support NDIS and DVA services and expand the popular Atrium Café.

The draft strategic plan states that we value diversity and courageous thinking.

“We are bold in our approach to considering new ways to tackle the challenges that we are faced with,” the document says.

“We are active members of the broader Bundaberg community and seek ways to work collaboratively with our colleagues and other organisations in the region.

“The 2023-2030 Strategic Direction is built on a history of providing high-quality health care to our community.

“We are, however, working to stabilise our organisation following the challenges of the global pandemic, working towards modernising our approach to healthcare while maintaining our person-focused, compassionate approach to our patients, their friends and family, and each other.”

The draft strategic plan envisages expanding service delivery to Gladstone, Childers, the Discovery Coast and Fraser Coast “in collaboration with other health service providers”.

Other highlights in the draft strategic plan include innovation to:

- Establish a new Emergency Department/General Practice/Pharmacy model that allows critical care patients to be triaged and assisted on arrival, with a focus on their specific needs.
- Maximise virtual and telehealth opportunities to attract additional specialists to partner with the Friendlies, reducing the need for patients to travel for their health care.
- Ensure the theatre complex is modern and well managed to provide state-of-the-art services.
- Increase capacity in CCU/ICU through a blended virtual/personal healthcare model using intensivists shared with other healthcare facilities.
- Build a virtual and home-care model that allows patients to remain safely at home while receiving engaged, expert health care from The Friendlies.
- Increase oncology services through attracting and retaining resident doctors and pharmacists.
- Update service provision through increased cath lab capacity.

The draft strategic plan emphasises nurturing and developing The Friendlies workforce. Priorities include:

- Recruiting, training and supporting team members through structured programs, mentoring and a coaching culture that encourages excellence;
- Active, innovative diversity, equity and inclusion programs that reflect the culture of our community and the broader region.
- A modernised approach to rostering and management of hours that meets the needs of our patients, the team and budget.
- Comprehensive education and training programs that are available to all team members.
- A flexible working environment that meets the needs of the organisation while taking into account individual family and personal arrangements.

Pharmacy expansion

It's proposed to build a larger pharmacy of 235 sqm on the outside edge of the current hospital that's capable of servicing the growing hospital needs and local community requirements.

Additional car parking is included in the plans.

Attached to this will be a GP clinic to treat patients and provide a streamlined discharge process, enabling beds to be utilised for new patients.

The existing pharmacy space will then be converted into a Home Health Hub to house all the home health equipment along with NDIS, DVA and CPAP services.

Some of this space will also be utilised to expand the café food storage with a cold-room and freezer.

The existing 120sqm Pharmacy was built in 2011 when the Friendlies had 112 beds, a small four-chair oncology unit and no Emergency Department. The Pharmacy was fit for purpose at the time.

The Pharmacy itself was originally staffed by a pharmacist, two dispense technicians and one front shop staff member. Over the past 11 years the hospital has grown to 142 beds, now has a 9-bed Emergency Department and has expanded the Day Oncology to a 14-chair unit.

In 2011-12, the Hospital Pharmacy served 17,090 customers and filled 21,248 scripts. In the 2021-22 financial year the Hospital Pharmacy served 72,125 customers and filled 50,318 scripts, an increase of 422% in customer numbers and 236% in script numbers over the time.

A GP clinic would provide the following services: Residential Aged Care Facilities visits, Chronic Disease Management, Home Care Services, urgent care appointments, wound management, infusions and treatments, weight loss management and be delivered by a GP / Nurse / Pharmacist model.



Patient Safety, Quality and Innovation

Accreditation

The primary aims of the National Safety and Quality Health Service Standards (NSQHS) are to protect the public from harm and to improve the safety and quality of health care provision.

All Australian private hospitals and day procedure services must be accredited against the National Safety and Quality Health Service (NSQHS) Standards.

They require health service organisations to develop ways of working that reduce patient harm and improve patient care.

The Friendlies achieved re-accreditation status in October 2022 after external auditors carried out their NSQHS assessment.

Recommendation actions were identified, and the organisation is working in partnership with consumers to action and meet those recommendations.

FSPH encourages a culture of reporting incidents when things go wrong or not as planned.

“In high-income countries, it is estimated that one in every 10 patients is harmed while receiving hospital care. The harm can be caused by a range of adverse events, with nearly 50% of them being preventable”. (WHO, 2019)

Most patient incidents when reported result in no harm or minor harm to the patient. Such incidents identify what or where we can do better.

In 2021-2022, 95% of incidents reported at FSPH resulted in minor to no harm to patients.

| Accreditation to National Safety and Quality Health Service (NSQHS) Standards | Number of actions in standard | Met | Met with recommendations | Not Met | Not Applicable | Not Assessed |
|---|---|------------|--------------------------|----------|----------------|--------------|
| | Outcome of Accreditation or Short Notice Assessment | | | | | |
| 1. Clinical Governance | 33 | 20 | 12 | | 1 | |
| 2. Partnering with Consumers | 14 | 8 | 6 | | | |
| 3. Preventing and Controlling Healthcare Associated Infection | 19 | 11 | 8 | | | |
| 4. Medication Safety | 15 | 11 | 4 | | | |
| 5. Comprehensive Care | 36 | 29 | 6 | | 1 | |
| 6. Communicating for Safety | 11 | 11 | | | | |
| 7. Blood Management | 10 | 10 | | | | |
| 8. Recognising and Responding to Clinical Deterioration in Acute Health Care | 13 | 13 | | | | |
| Total Actions | 151 | 113 | 36 | 0 | 2 | 0 |

Queensland Health Compliance Inspection 2022

The Queensland Health Private Health Regulation Unit (PHRU) carry out an annual audit to ensure that FSPH are compliant with the *Private Health Facilities Act 1999* (Qld) (the Act) and *Private Health Facilities (Standards) Amendment Notice 2019*.

There are ten standards under the Act and each standard has multiple criteria that are required to be satisfied for The Friendlies to be compliant to the standard.

The Friendlies had three areas of non-compliances and work has commenced in the following areas:

- **Infection control standard:** Work to be commence with new build of hospital to meet requirements for reprocessing of used medical devices, removal of carpet from clinical areas, removal of mortar and pestles, securing of sharps containers to brackets.
- **Patient care standard:** Process for high-risk medicines and reconciliation of medication require review.
- **Physical environment standard:** Increase in cardiac catheterisation laboratory space, increase in storage space for equipment, audit to be completed for maintenance work.

Preparation of care of patients with Covid 19

The Friendlies worked with Queensland Health and the Bundaberg Public Health Unit to minimise the risk and spread of Covid 19 within the organisation.

Clinical staff and patients worked together to implement the directives from the Queensland Government during the global pandemic.

The community also supported The Friendlies by following mask wearing mandates and using the temperature screening kiosks to keep our staff and patients safe.

In 2021-2022 The Friendlies had two contained outbreaks of Covid 19. This was managed by the Infection Control teams planning, preparation, and execution of the The Friendlies Covid 19 Action Plan.

A “Lessons Learned” meeting was led by the CEO after each outbreak to review what went well and what could be done better. Any recommendations made were added to the action plan in preparation for any future outbreaks.

Falls

“A fall is defined as an event which results in a person coming to rest inadvertently on the ground or floor or other lower level”. (WHO, 2021)

Falls are more common among older adults in clinical care settings, eg hospitals. “Falls are Australia’s largest contributor to hospitalised injuries and a leading cause of injury deaths. In 2019–20, 42% of hospitalised injuries and 40% of injury deaths were due to falls”. (AIHW, 2022)

The Friendlies carried out a deep-dive review into all inpatient falls in 2021. This highlighted causes, contributing factors, trends and injuries sustained with patient falls. The recommendations included further education of staff, patients, families and carers in the risks of falls in hospital and a more in depth focus for staff on individualised falls risk assessment and care planning.

Enhanced care

Enhanced care is provided to give close care of a patient who staff have risk assessed and identified as at a potential harm to themselves or others. This may include patients living with cognitive impairment.

These patients are closely observed by a trained staff member to maintain their safety, privacy, and dignity. The patients plan of care is in conjunction with the patient (if possible), substitute decision makers, family and/or carers.

The staff member providing this care will provide supervision on a one to one basis and encourage the patient to engage in activities and provide reassurance and comfort.

Major Projects

Civil Roadworks \$1.9m

The Civil Roadworks project continues after planning commenced during 2021-22.

This major construction project is well under way with local business Bundaberg Constructions completing the work required.

This civil works project will redirect traffic, stormwater and road drainage down a newly constructed road situated at 66 Crofton St through to 57 Electra St in preparation for the new building expansion.

There is also work occurring with Ergon Energy who are changing the electrical infrastructure from the current power poles to underground cabling and redirecting these cables to a new purpose-built transformer station located at 64 Crofton St.

When completed, there will be access to additional carparks along the new roadway as well as the old carpark areas becoming available again.

The project was delayed due to rain and completion was rescheduled to November 2022.

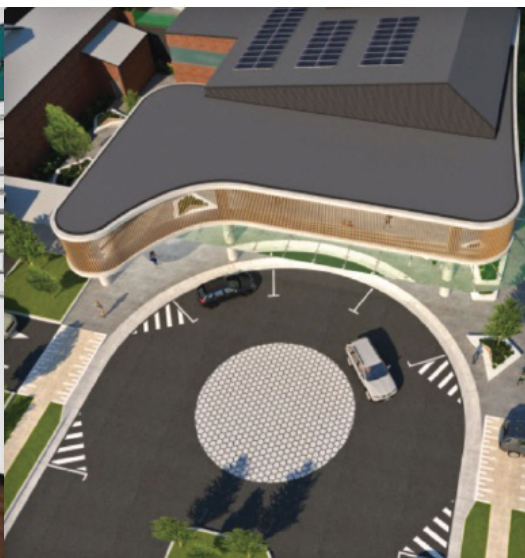
This project had a budget cost of \$1.9m and all data points to this project coming in on budget.

Pharmacy and GP Clinic \$2.5m

This project has been placed on hold after completing the initial tender process. Further project revision is being undertaken to ensure this project meets community and hospital needs.

Hospital Extension Building \$30-38m

This project has been placed on hold awaiting a full project revision to ensure that The Friendlies can meet the changing health needs of our community and attract qualified health professionals.



Alan Cooper's Retirement



Long-serving CEO, Alan Cooper, retired during the year and after a national search for his replacement, Simone Finch was appointed to the role.

The Board of Directors and the Friendlies community thank Mr Cooper for his service.

Mr Cooper started as the Director of Nursing at The Friendly Society Private Hospital in January 1998 and took on the position of CEO of the Hospital in September 1998.

He held both positions (Director of Nursing and Hospital CEO) for 10 years before appointing Sue Day as Director of Nursing. He then stepped into the CEO role of the Medical Institute, which he held from 2007.

In a letter to staff, Mr Cooper said: "The past 23+ years have been the most rewarding and fulfilling of my entire career. I have been truly blessed to have worked with amazing people from all walks of life. But my greatest joy has been to work with amazing staff and doctors within the Friendly Societies businesses and with a very wise Board of Directors who have guided the growth and development of the hospital/pharmacy."

"We have provided a valuable service to the community which has and will continue to be highly regarded. It has been my honour and privilege to be a part of this team."

We all wish Mr Cooper the best and thank him, wholeheartedly, for his contribution to the health and wellbeing of the residents of the Bundaberg and Wide Bay communities.

Ms Finch brings a significant level of experience as an executive across the public, private and not-for-profit sectors, specialising in strategic development, transformation, and governance.

She was previously acting Chief Operating Officer at QIMR Berghofer, providing operational support and leadership within the medical institute during the global pandemic.

She has also led a Hospital Health Service in the far north and a Primary Health Network in a rural region.



The Friendlies Foundation

The Friendlies Foundation was active again in 2021-22 and achieved positive results thanks to strong support from volunteers and the community, and despite ongoing challenges with Covid restrictions.

The Friendlies Foundation was first registered in 2012 as the charitable and fundraising arm of the Friendly Society Private Hospital and officially launched in 2016.

The Foundation plays an important role in raising awareness of the hospital's activities, raising funds and providing volunteers across various operational areas.

Fundraising, while difficult during 2021-22 due to Covid restrictions, we were able to hold our inaugural Charity Ball in July of 2021 with 400 people attending to make this a night to remember.

Our popular annual Golf Day was again a sell-out, proving our business community values this event as an opportunity to network and raise funds for our Foundation.

Team bookings were received months in advance to secure a spot and the business community is very supportive in sponsoring this event.

Raffles and number boards also provided opportunities for fundraising around annual days of celebration such as Mother's Day, Father's Day and State of Origin, which were all well supported. Craft items were donated from numerous members of the public including knitted

toys, tea towels, blankets, beanies and throws. These provided a steady source of revenue for the Foundation and we thank the many people for their donations dropped off for the Foundation to sell in our foyer.

The major focus of fundraising has been to support the accommodation project. This is a two-storey, 16-unit complex designed to accommodate patients' families, junior doctors, nurses and remote staff.

The land has been cleared, the development has Council approval and it's hoped to begin work soon on this exciting project.

Total comprehensive income for the year was \$207,953.

Volunteers again provided valuable assistance to the public accessing our services by helping with directions, driving the patient transport buggy, compiling patient packs and sitting with patients in rooms to provide company.

Volunteer numbers remained steady at 24 over the year.

The Friendlies Foundation looks forward to an even better year in 2022-23, with some exciting events and activities planned which will raise awareness of the Hospital's services and raise much-needed funds.



The Friendlies
Foundation
Caring through giving



Financial Report

Statement of Financial Position as at 30 June 2022

| (Extract from audited accounts) | 2021/22 \$,000 | 2020/21 \$,000 |
|---------------------------------|-------------------|-------------------|
| Current assets | 17,326 | 15,573 |
| Non-current assets | 67,632 | 68,904 |
| Total assets | 84,958 | 84,477 |
| Current liabilities | 16,370 | 14,319 |
| Non-current liabilities | 2,362 | 5,363 |
| Total liabilities | 18,732 | 19,682 |
| Net assets | 66,226 | 64,795 |
| Total accumulated funds | 66,226 | 64,795 |

Friendly Society Private Hospital Statistics

| | 2021/22 | 2020/21 |
|----------------------------------|-----------|-----------|
| Occupied bed days | 46,444 | 43,425 |
| Discharges | 16,469 | 16,538 |
| Average length of stay | 2.83 days | 2.62 days |
| Theatre procedures | 5,277 | 5,290 |
| Cath Lab procedures | 1,582 | 1,655 |
| Endoscopy procedures | 2,094 | 2,244 |
| Emergency Department attendances | 9,131 | 8,831 |
| Emergency Department admissions | 1,820 | 1,801 |
| Workforce statistics - employees | 564 | 535 |

Board of Directors



Barry Dangerfield
CHAIRMAN



Dawn Murdoch



Mark McLean



Glen Toll



Les Hancock
Retired - 30 June 2022

Executive Team

Simone Finch
CEO

James Waters
CHIEF FINANCE OFFICER

Kate McLean
CHIEF OPERATING OFFICER

Sandy Blake
DIRECTOR - CLINICAL SERVICES AND PATIENT SAFETY

Norma Frost
DIRECTOR - CLINICAL TRANSFORMATION



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