

## BOARD COMMUNIQUE

*Kaya, nidja Makuru. Wandjoo noonakoor*

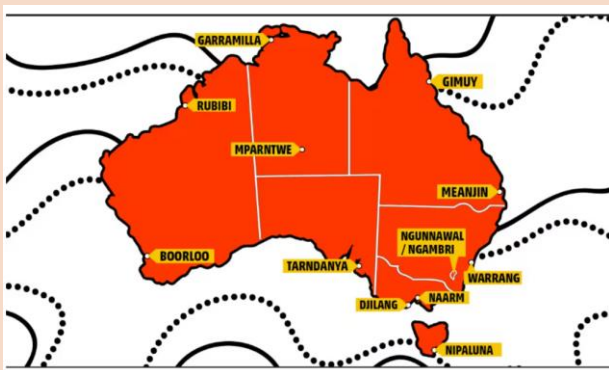
- *Hello, this is Makuru season. Welcome to you.*

This Board Communique covers the July 2025 Board meeting, as a red or quarterly meeting, and an end of financial year assessment.

The Board of St John WA has four governance roles, and delegates the running of St John WA, within the Delegations of Authority, to Group CEO Kevin Brown.

The Board's four roles are:

- Role 1: Group CEO oversight and resourcing
- Role 2: Group performance and accountability
- Role 3: Group compliance and risk
- Role 4: Group strategic direction and long-term corporate sustainability.



Board member Amanda Healy commenced the meeting with an Acknowledgement of Country educating fellow Board members on the traditional names of the major cities across Australia.



Board member Matt Mueller, in his Respect of St John, highlighted the visit to Perth from St John's global Prelate, Sir David Moxon, and how he gracefully managed to respect the heritage of St John whilst being able to demonstrate the building towards the 'new world' at the same time.

The Board checked through the Actions Arising, including the work underway to increase governance standards through the building of the next Apollo Health Constitution. As a Standing Item, the Board receives a report on conduct and compliance and discusses trends and outcomes within such data.

Further to a two hour in-camera (Board only) meeting that commenced the day, the Board discussed with the management feedback received as to the team member change which unfolded in the week preceding the Board meeting. With management, the Board heard of areas of concern and improvement, balanced with the positive feedback received. The Board reaffirmed with management, that St John WA had completed year two of a three-year transformation journey, shifting the organisation into a high performing, productive and financially sustainable not-for-profit Group. Coupled with impactful current economic and external forces, the team member change program was part of the disciplined transformation journey.

## Highlights of the Quarterly Meeting.

The Board had five main items on the Board's agenda, including 21 approvals outside of GCEO Delegation of Authority, for this mid-quarter meeting:

### 1. St John WA Quarterly Operating Report;

- Service Stream One: Preventative – the Board noted and discussed:
  - All Registered Training Organisation (RTO) learning content compliant with ASQA standards
  - Preparedness for launch of new online training courses
  - New login experience created
  - First Aid equipment End of Financial Year campaign
  - Pilot of Critical Response Training
  - Community First Responder App code remediation and in-residence Out of Hospital Cardiac Arrest First Responder App trial
  - Warnkarunku Day in Leonora students (100) engagement
- Service Stream Two: Community – the Board noted and discussed:
  - GP room optimisation high, dental seasonal, and urgent care 'door to initial consult' scoring very high.
  - Ecosystem of high compliance needs, and competition for doctors noted
  - Event Health volunteering continues to rise and increasing rates, with 106 new graduates being attracted in quarter.
  - Optus Stadium contract renewed
  - Industry Medical Services alternations due to mining resources efficiency changes
  - International Nurses Day celebrated and 'Nurse of the Year' award night for St John Health.
- Service Stream Three: Emergency – the Board noted and discussed:
  - Metro P1 ambulance response times held steady during quarter.
  - New +4 ambulance paramedics in Albany, +2 in Broome and +2 in Geraldton as part of the country advancement with Department of Health ambulance partnership
  - Mental Health Co Response increased its partnership, thus service, during this quarter
  - Process improvements enabled more flexibility for team members in this Stream, in this quarter.
  - Emergency Rescue Helicopter Service, shifted to dual or intern CCP for most helicopter missions.
  - Cost of delivering service of Patient Transport under consideration.
- Corporate Stream: People – the Board noted and discussed:
  - May culture survey closed, analysed and distributed
  - Reconciliation Action Plan (#2) Innovate Launch
  - Creation of 'Digital Culture Record' within the learning management system
  - 2024 to 2025 Workplace Gender Equity Agency submission
  - Two of five St John WA EBA's completed in last quarter
  - Three First Nations ECU students awarded scholarships
  - 417 volunteers engaged in last quarter, including 171 in regional ambulance service
  - Final remuneration assessments completed (Group-wide Remuneration Policy) to increase minimum award rate.
  - The Board checked the third key pillar of the Strategic Plan, Volunteering Reimagined, noting the excellent volunteering advancement that the organisation was travelling through in the second of the three-year transformation.
- Corporate Stream: Enterprise Performance – the Board noted and discussed:
  - FY26 budget process completed, and engagement with Deloitte for external audit process
  - Improvement in Enterprise Resource Planning, Workforce Management, and Payroll digital transformation pathways
  - Finance ERP in pre-design phase
  - Insurance renewal plans complete
  - Supply Chain significant elevation of performance with high ethics to be celebrated

- Corporate Telephony refreshed
- Website improvements commenced
- Action oversight of risks in full play
- All but one Governance Advancement Plan element now complete (74 in total)
- Built form: Bassendean renovation completed (First Aid), Geraldton facility demolished (and Albany's new facility in action).

## 2. End of year Group Model assessment

- The Board discussed the main end of financial year 'Group outcomes' such as:
  - Stakeholder engagement scores above target had been accumulated for the fifth consecutive month
  - Customer Net Promotor Score remained high (+76) with advancements in GP and Urgent Care customer results being noticeable
  - A satisfying increase in customer touchpoints from 1,117,000 per year pre transformation (June 2023) to 1,330,000 at year two of three in the transformation (June 2025)
  - Complaints management continue to be well-managed, with main complaints being billing and team member attitude.
  - 87% of ES(P)G initiatives completed in the year, with environmental (emissions) oversight deviating a little from plan, ensuring increased attention to fleet management initiatives.
  - Lost Time Injury Frequency Rate (LTIFR) now sitting at 16.9, being reduced from 43 at the start of the three-year transformation.
  - End of year revenues falling shorter than expected, as well as increased costs pressures (for example the outcome of the Paramedic Enterprise Bargaining Agreement) and timing delays in receiving payments, created an overall net deficit for the company.
  - \$9.7m in new, diversified business developed in full year.
  - The ratio of operating revenues between Service Stream 1, 2 and 3, with positive increase in Service Stream Two Community.
  - A positive hold of culture scores across the Group, since transformation began, albeit a reduction in scores from same time last year.
  - Capital expenditure shortfall due to construction delays.

## 3. Investment decisions

- The Board analysed seven Pioneer + (diversification) investments and approved one service, being an adjacent activity to optimise the St John WA RTO which is already in play through First Aid Training.

## 4. St John WA Quarterly Strategic Report

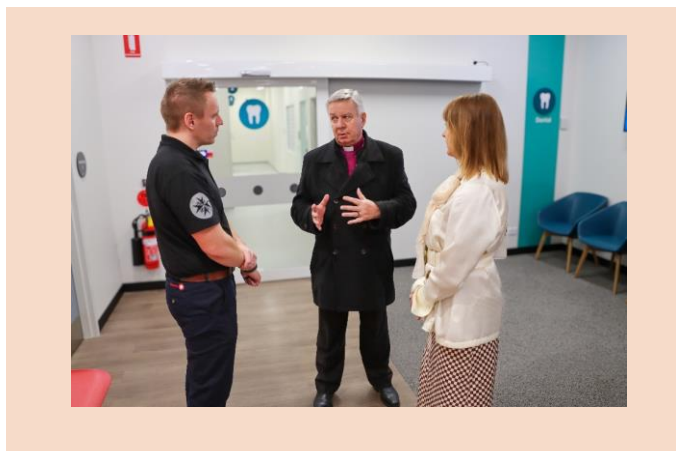
- Full Strategic Plan: the Plan, to June 2026, is tracking as promised by Management, edging closer to the 2030 Strategic Direction position of 'everyone', 'connection', adding 'wellbeing to health', and 'for-the-future'.
- The Board noted the Plan achieved 74% of its journey to June 2026, being in front of the 70% target scheduled for June 2025.
- Due to revised budget positioning, SJWA set a sharper focus on executing digital transformation needs such as website, next phase of the Learning Management System (LMS) and Enterprise Resource Planning (ERP)
- The number of 'social connections' has increased from 70,000 in June 2023 to 81,000 in June 2025.

## 5. St John WA Board Committee reporting, approvals and sharing

The Board had a heavy approval program in this meeting, as the meeting represented one year past the large-scale Governance Advancement Plan (i.e. many Policies required checking one year in)

- Health, Safety and Culture Committee. The Board approved or discussed:
  - May 2025 culture survey scores
  - Group's Reward and Recognition Framework
  - Safeguarding Vulnerable People Policy
- Audit and Investment Committee. The Board approved or discussed:
  - Group's end of year financials

- Group's Capital Management Framework
- Clinical Performance Committee. The Board approved or discussed:
  - Group's advancement in clinical performance, particularly in Service Stream two.
- Nominations and Remuneration Committee. The Board approved or discussed:
  - Group's NED, GCEO and Chiefs Remuneration Policy
  - Workplace Gender Equity Agency submission
  - Board Succession Policy
  - Board Succession
    - Re-election of Directors at AGM
    - Appointment of NED recruitment consultant (external)
  - Appointment of Director of Ceremonies
  - Company Secretariate Annual Performance Review
  - GCEO Annual Performance Review
- Risk and Compliance Committee. The Board noted and discussed:
  - The top risks of the Group
  - FY26 ES(P)G priorities
  - Information Security Policy
  - Information Management Policy
  - Public Facing Private Policy
  - FY26 Internal Audit Plan
- General Board Approvals included:
  - 2025 Yearbook
  - Calling of the 2025 Annual General Meeting



*Above: Welcoming Prelate of the Order of St John, Sir David Moxon KNZM KStJ during a tour of St John WA including St John Health Centres and Belmont Hub.*

To further develop the Board's fifth role (maintaining and continuing the philosophies of the Order) the Board discussed progress made in Order engagement with new highlights being the visit by Sir David Moxon – where he appreciated engagement with team members, with the internal service Psychology and Wellbeing Service (PAWS) which supports the near 10000 SJWA team members

We wish all well – please don't hesitate to reach out via the Board Chair email address, or at engagement sessions. We appreciate hearing from you all, including at times of heavy transformation as witnessed in the first week of July.

Regards,

**St John WA Board**



*Sally Carbon*  
she/her

Board Chair, OAM, CSTJ, FAICD

**St John WA Board members in attendance (Online/in-person/part or whole meeting):**

Sally Carbon FAICD (Chair)

Craig Heatley GAICD (Chair Audit and Investment Committee)

Andrea LeGuier GAICD (Chair Risk and Compliance Committee)

Monish Paul MAICD

Amanda Healy MAICD

Jeffrey Williams GAICD (Chair Clinical Performance Committee)

Matt Mueller GAICD FGIA

Elisa Fear GAICD (Chair Health, Safety and Culture Committee)

St John WA Executives in attendance at varying times:

Kevin Brown Group CEO

Megs O'Donnell Chief Preventative Officer

Brendon Brodie Hall Chief Emergency Officer

Rene Anderson Chief People Officer

Martyn Jenkins Chief Financial Officer

Gauri Potdar Company Secretary

**St John WA Purpose Statement 'to serve humanity, and build resilient communities, through the relief of sickness, distress, suffering and danger'.**

