Annual Report 2025-26

THE BAYS

The Bays Healthcare Group
Caring for the Peninsula



Gastroenterologist, Dr Ali Eqbal performing an endoscopy procedure

THE BAYS

Caring for the Peninsula

The Bays Healthcare Group is a community-owned, not-for-profit organisation.

Purpose

To provide exceptional, personalised care to our community on the Mornington Peninsula.

Vision

To be the trusted healthcare organisation of choice providing innovative care to the community.

Mission

We retain the spirit of our bush nursing heritage, our members and our community to provide 'The Bays Difference' for future generations.

PROUDLY
NOT FOR PROFIT AND
COMMUNITY OWNED

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Images: Janis House Photography
Design: Malvolio

The Bays Healthcare Group acknowledges and pays respect to the Bunurong people, the Traditional Custodians of the land on which we work and care for our patients.

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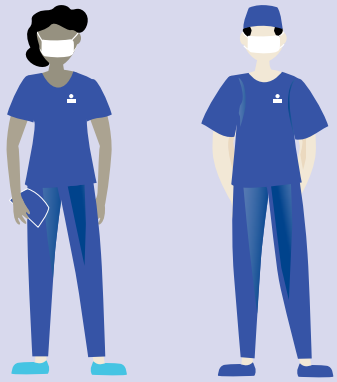
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Highlights at a glance

Hospital



22,566
acute care patient days



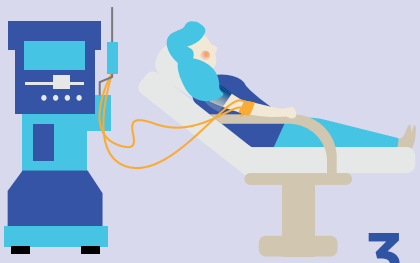
10,823
operations



504
acute staff



14,214
acute care admissions



3,628
individual dialysis sessions

528
babies born



Community

$717,374
donated*

163
participants at health and wellbeing events



60
volunteers providing 7,620 hours of service

419
financial# members of The Bays

*plus $63,028 to the Nurse and Midwife Education Fund
#financial members have voting rights at our Annual General Meeting

Financial performance

$41,977,406
consolidated revenue

$3,663,312
consolidated operating profit (EBITDA)

$1,977,696
capital expenditure

Chair's report

BRETT GALLAGHER
CHAIR, BOARD OF DIRECTORS



The 2025–26 financial year has been another year of growth and strong performance for The Bays, as we continue to strengthen our role as a long-standing, community-owned not-for-profit healthcare provider on the Mornington Peninsula.

Our strategy remains focused on building a sustainable future for our organisation, underpinned by our independence and commitment to providing high-quality healthcare to the Mornington Peninsula. Growth across our clinical services reflects the important role The Bays plays in responding to the healthcare needs of our local community.

The Bays delivered a strong operational and financial performance in 2025–26. This has enabled us to continue investing in our operations, equipment and technology, while supporting our clinicians and staff to deliver high-quality care and ensuring the organisation is well positioned for the future.

We are particularly proud of the continued growth across our clinical services. During the year, The Bays performed 10,823 procedures, an increase of 3 per cent on the previous year, while 14,214 acute care admissions represented a further 3 per cent increase.

Our Maternity Unit welcomed 528 babies, while our Dialysis Unit provided 3,628 treatments, 52 more than the previous year. Our Day Infusion service also continued to grow, delivering 2,071 treatments, an increase of 7 per cent on the prior year.

Together, these results demonstrate the breadth of services The Bays provides to our community and our capacity to respond to changing healthcare needs. Our dedicated teams continue to deliver expert clinical care with compassion, while maintaining a strong focus on the patient experience.

A significant milestone during the year was celebrating the first anniversary of Icon radiation therapy and the Cancer Care Centre at The Bays. The Cancer Care Centre has brought radiation cancer treatment to the Mornington Peninsula, giving patients greater access to care closer to home. Our focus remains on providing comprehensive cancer care locally and reducing the need for patients and their families to travel further afield during an incredibly challenging time.

Our people remain central to everything we do. We are proud of our positive culture and strong staff retention, which help us attract and retain skilled and dedicated professionals. Our staff, doctors, nurses, allied health professionals, volunteers and support teams bring expertise, compassion and commitment to The Bays every day.

The quality of our patient experience is reflected in our Net Promoter Score of 84. This strong result reflects the confidence our patients place in The Bays and is a testament to the care, professionalism and commitment of our entire team.

I would also like to acknowledge and sincerely thank our generous donors and philanthropic supporters. During the year, approximately $780,402 was contributed to The Bays, helping us invest in important hospital equipment and further enhance the services we provide to our community. As a community-owned, not-for-profit hospital, this support is fundamental to our ability to invest in our people, technology, equipment and services.

I would like to thank our staff, doctors, nurses, volunteers and fellow Directors for their outstanding contribution throughout the year. Your professionalism, expertise and compassion continue to define The Bays difference and ensure our patients receive high-quality care and a positive experience.

I also extend my sincere thanks to our members, community partners and philanthropic supporters for their ongoing confidence in The Bays. Our performance this year provides a strong foundation for the future, and we remain committed to growing and investing in healthcare services that keep our community well and enable people to access high-quality care closer to home.

CEO's report

JADE PHELAN
CHIEF EXECUTIVE OFFICER



The 2025–26 financial year has been another year of progress, investment and opportunity at The Bays. We have continued to expand our capacity, improve the way we work and invest in the facilities, technology and people that enable us to meet the changing healthcare needs of the Mornington Peninsula community. I am proud of what our team has achieved together this year.

One of the year's most significant projects has been the commissioning of our new procedure room for gastroenterology. This investment has enabled us to increase the number of colonoscopies and gastroscopies we perform, helping us respond to growing community demand and, importantly, supporting the early detection of bowel and other gastrointestinal cancers. Since opening in January 2026, we have performed 375 more gastroenterology procedures in the six months to June, representing a 23 per cent increase compared with the prior period. This is a significant achievement and demonstrates the immediate impact this investment is having on our capacity to provide care to the community.

The benefits of the new procedure room extend beyond gastroenterology. By moving our gastroenterology lists out of the main operating theatres, we have freed up valuable theatre capacity for other surgical services. This allows us to support more patients, make better use of our existing infrastructure and respond to demand across more areas of the hospital. It is a strong example of how thoughtful investment in infrastructure can deliver benefits well beyond the original project.

Alongside our clinical investments, we continue to make significant progress in technology and information systems. A number of important IT projects have been contracted this year, with several due to be rolled out during 2026–27. These initiatives are focused on making it easier and more efficient for our staff to do their jobs, reducing unnecessary administrative burden and giving our teams better tools to support the care they provide. While much of this work happens behind the scenes, its impact on our staff and ultimately our patients will be significant.

The experience of our patients remains central to everything we do. Our Net Promoter Score has remained exceptionally strong at 84, reflecting the confidence and trust that our patients place in The Bays. This is a result of the care, compassion and professionalism our teams demonstrate every day. It is a measure we should all be very proud of.

Just as importantly, our staff turnover remains low at 8.4 per cent. In a healthcare environment where attracting and retaining skilled people can be challenging, this speaks volumes about the culture we have created at The Bays. A positive workplace is built through the relationships between our people, the support we provide one another, and a shared commitment to our patients and our community.

We have also been fortunate to welcome new physicians and surgeons to The Bays throughout the year. Their expertise and commitment strengthen our clinical services and ensure we continue to offer our community access to high-quality care close to home. I thank all of our medical practitioners for the important contribution they make to our hospital and to our patients.

Our commitment to maintaining and improving our clinical environment has continued throughout the year, with further investment in equipment across our theatres and wards. These investments ensure our doctors, nurses and clinical teams have the tools they need to provide safe, effective and contemporary care. Once again, the generosity of our donors and supporters has played an important role in making these improvements possible. To everyone who has contributed to The Bays over the past year — through a major gift, fundraising, an event or a personal donation — thank you.

Your generosity has a direct and lasting impact on the healthcare we can provide to our community.

At the heart of all of these achievements are our people. Our staff, doctors, allied health professionals and volunteers are the reason The Bays continues to be such a special place. Their dedication, kindness and professionalism are reflected not only in our results, but in the experiences of our patients and their families every day.

I would also like to thank our Board for its continued guidance, support and stewardship, and my leadership team for another year of hard work, resilience and commitment. Together, we have continued to strengthen the foundations of The Bays while preparing for the opportunities ahead.

As we look towards 2026–27, our focus remains firmly on our community. We will continue to invest in our people, our facilities, our equipment and technology, while looking for new ways to expand our services and improve the experience of every patient who comes through our doors.

There is much to look forward to, but our focus remains unchanged: to provide high-quality healthcare to our community with compassion, empathy and kindness.

Thank you to everyone who continues to make The Bays what it is. I am immensely proud of what we have achieved together this year, and look forward with confidence to what we can accomplish in the year ahead.



I would also like to acknowledge the departure of Director of Clinical Services Kellie Bamberry in November 2025, following eight years with The Bays, including seven years as the Director of Clinical Services. Kellie made a significant contribution to our organisation and community, leading with empathy, compassion and a strong commitment to patient-centred care. She guided our clinical teams through periods of significant challenge and change, including the COVID-19 pandemic, and made an important contribution to strengthening clinical governance, quality and patient experience across The Bays. Her leadership and dedication to the care and safety of our patients and community will be greatly valued and remembered, and we thank Kellie for her service and wish her every success for the future.



CFO's report

STEVE O'CONNOR
CHIEF FINANCIAL OFFICER



As CFO and Director of Corporate Services, my focus throughout 2025–26 has been ensuring The Bays has the financial strength, infrastructure, facilities and operational support needed to deliver exceptional care to our community.

The Bays Healthcare Group delivered earnings before interest, tax, depreciation and amortisation (EBITDA) of $3.66 million for the 2025–26 financial year. This improved operating result, supported by disciplined cost management, has strengthened the Group's financial position and increased its capacity to invest in future growth. After depreciation, the Group recorded a net surplus of $1.3 million.

A number of key activity measures improved during the year, contributing to continued growth in the Group's underlying operating performance. In the 2025–26 financial year, the Group achieved a:

- 3.1 per cent increase in hospital admissions;
- 2.7 per cent increase in surgical admissions;
- 7.3 per cent increase in day oncology and infusion treatments; and
- 1.4 per cent increase in dialysis treatments.

Disciplined cost management remained a key focus throughout the year. Employee expenses increased by 3.2 per cent compared with the prior year, reflecting higher activity levels and the impact of enterprise agreement commitments. Non-staff expenses increased by 4.5 per cent. These results were achieved through improved hospital efficiencies and careful expenditure management, despite continued supplier cost pressures across the healthcare sector.

The 2025–26 financial year also marked another significant period of investment and reinvestment across the Group, with $1.9 million reinvested in essential clinical equipment and information technology. Major initiatives included the replacement and enhancement of critical hospital equipment within the theatre complex, alongside upgrades to CCTV infrastructure and accounting software.

Alongside its financial and infrastructure responsibilities, Corporate Services continued to support the day-to-day operation and ongoing improvement of The Bays throughout 2025-26.

Administration, Hospitality, Supply and Maintenance teams played an important role in maintaining a safe, welcoming and well-functioning environment for patients, visitors and staff, while supporting the Group's increasing levels of activity.

The contribution of these teams is reflected in positive patient feedback, with 94 per cent of patients rating the hospital and facilities as clean, and 86 per cent rating the quality of food and beverages as good or very good. These results highlight the important role that the broader Corporate Services portfolio plays in supporting a positive patient experience alongside the delivery of high-quality clinical care.

Looking ahead, continued investment in hospital information technology systems and theatre equipment will remain a strategic priority in 2026–27. These investments will support safe, high-quality patient care, strengthen operational efficiency and position the Group for sustainable long-term growth.



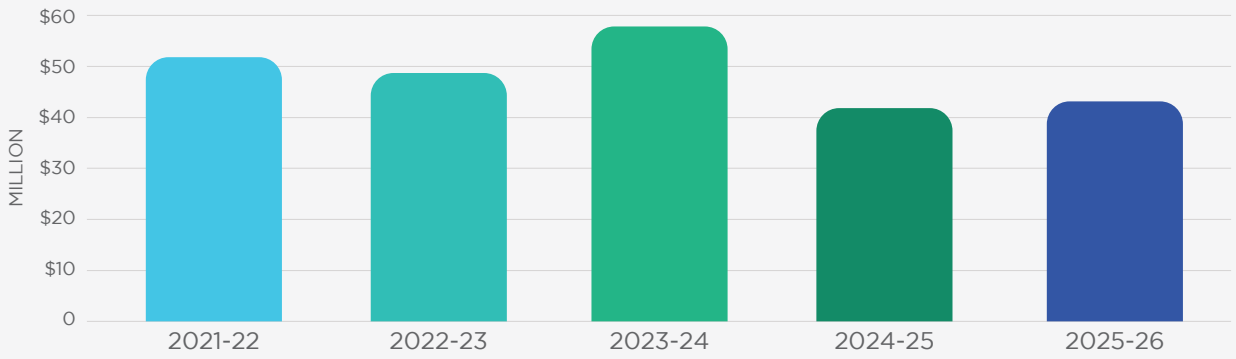


Operational performance

FIVE YEAR SNAPSHOT OF OUR OPERATIONAL PERFORMANCE ACROSS KEY AREAS

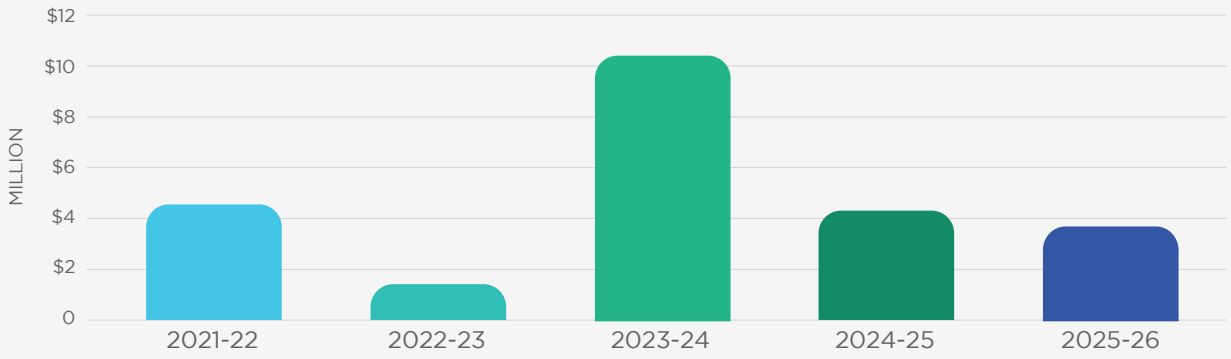
Finances

Revenue – group



Revenue for financial years 2021–22 to 2023–24 includes Aged Care. Aged Care was divested in June 2024 and is therefore excluded from revenue for subsequent financial years.

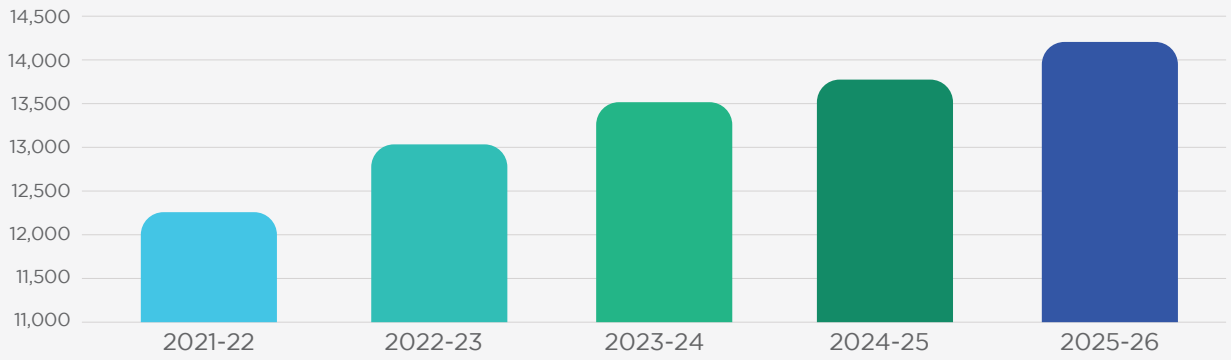
Operating profit (EBITDA) – group



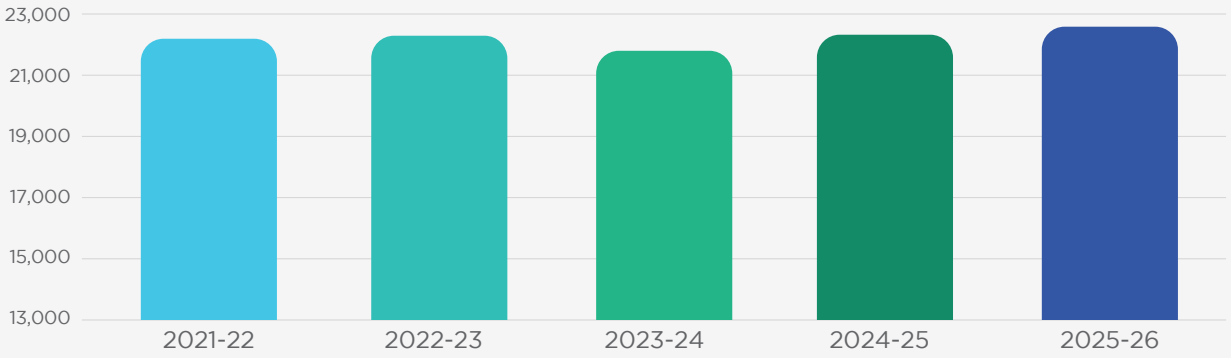
Operating profit for financial years 2021–22 to 2023–24 includes Aged Care. Aged Care was divested in June 2024 and is therefore excluded from operating profit for subsequent financial years. Operating profit for financial year 2024–25 includes bequests amounting to $622,000.

The Bays Hospital

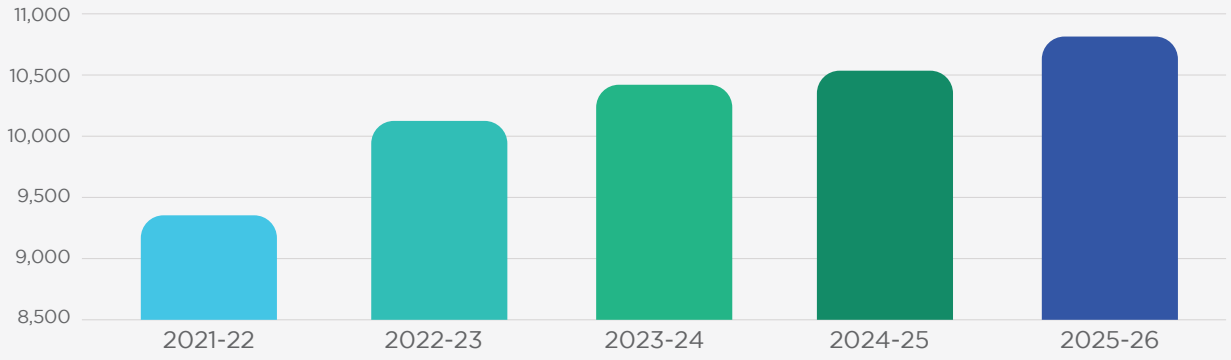
Admissions



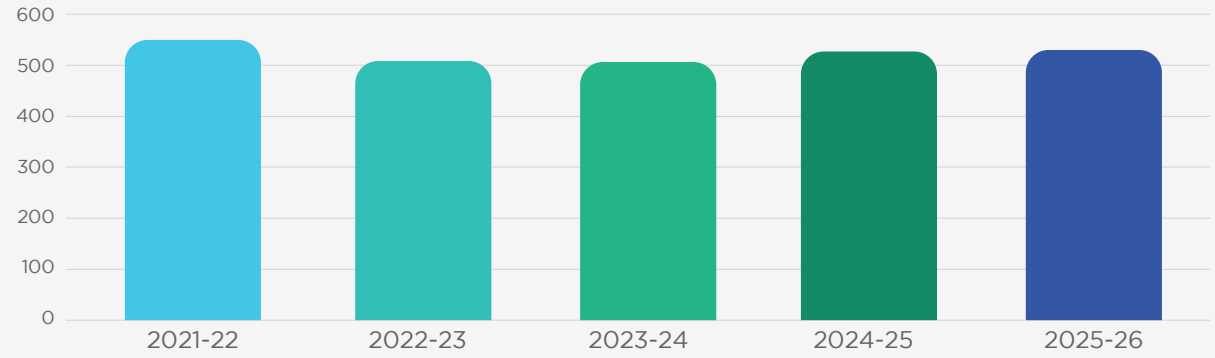
Patient days



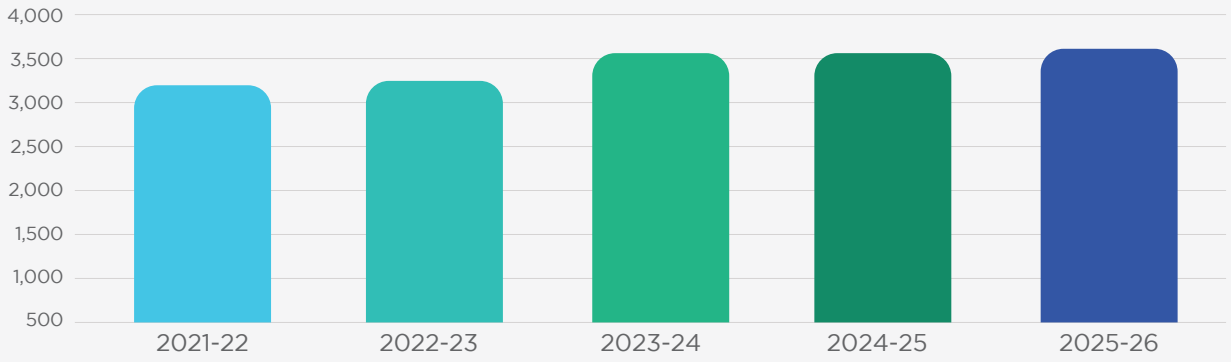
Operations



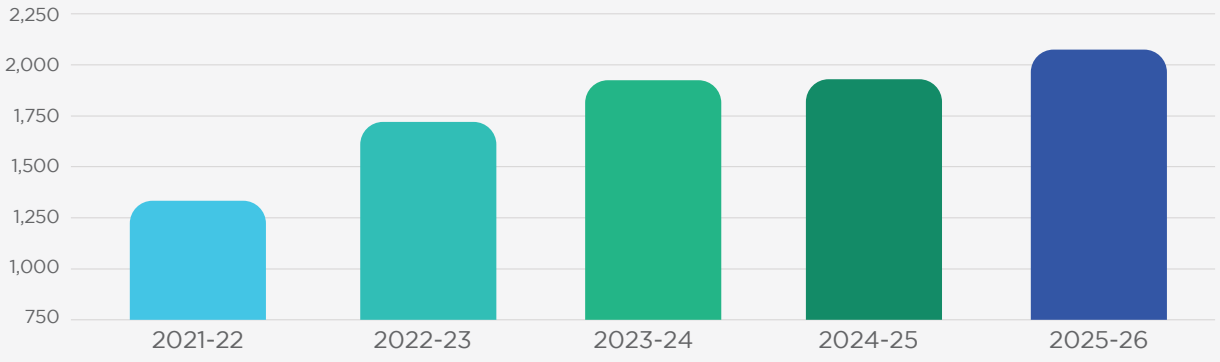
Births



Treatments – dialysis



Day oncology and infusion treatments



Acute care report

KAREN WARD
DIRECTOR OF CLINICAL SERVICES



It is a privilege to share an overview of another successful year at The Bays — a year that reflects the dedication, professionalism and teamwork of our nurses, midwives, doctors and clinical staff, and the trust our community places in us every day.

I commenced as Director of Clinical Services in June 2026 and, in my short time at The Bays, have been struck by the strong sense of community, positive culture and genuine commitment of our people to providing safe, compassionate and high-quality care. I have been particularly impressed by the pride our staff take in their work, the way our teams support one another and their shared commitment to delivering the best possible experience for our patients and their families.

Clinical governance remains central to our approach. Through strong oversight of safety, quality, risk and patient experience, we continue to review and improve our systems and practices to ensure care remains aligned with best-practice standards and the needs of our community.

Our results continue to reflect this commitment, with The Bays' Net Promoter Score (NPS) remaining above that of comparable local healthcare providers. This reflects the positive experiences of our patients and families and the dedication, compassion and professionalism of our clinical teams.

Our commitment to supporting and developing our nurses and midwives remains a priority, ensuring they have the skills, knowledge and opportunities to continue delivering innovative, specialist care to our community.

Through the Nurse and Midwife Education Fund, launched in 2023 with founding partner Rotary Club of Mornington, $98,451 has been raised to support ongoing professional development. To date, 99 nurses and midwives have accessed more than 20 specialised education opportunities, strengthening clinical expertise and supporting the delivery of exceptional care for our community. A highlight of the year was The Bays' 88K in a Day fundraiser, which raised $23,833 to support ongoing education and specialist training for our nurses and midwives.

We are proud of the continued expansion of our Cancer Care Centre Wellness Program, which provides a welcoming and supportive environment for all local people affected by cancer and their loved ones, regardless of where they receive their treatment.

Net Promoter Score (NPS)

Our Net Promoter Score (NPS) measures patients' willingness to recommend The Bays to their family and friends and is a valuable indicator of the trust and confidence they place in our care.

During the financial year, The Bays achieved an average NPS of 84. With a score above 70 considered excellent, this exceptional result reflects the consistently positive experiences of our patients and the high standard of care delivered across our organisation.

Patient perceptions of the quality of care also strengthened during the year, with 99 per cent of patients rating their treatment and care as good or very good. Together, these results demonstrate the strong trust our community places in The Bays and our ongoing commitment to delivering high-quality, patient-centred care.

The free program complements clinical care by offering opportunities for connection, education and wellbeing beyond treatment, with a diverse range of gentle movement, mindfulness, creative therapies and practical support services. We also host a number of local cancer support groups, providing opportunities to connect with others who understand their experiences and build valuable peer support.

I would like to thank every member of our workforce for their dedication and commitment throughout the year. In my short time at The Bays, I have seen firsthand the pride our people take in their work, the way teams support one another and the genuine care they have for our patients and community. These qualities are a strength of The Bays and provide a strong foundation for the future. I look forward to building on these strengths as we continue to deliver exceptional care for our community.

Dialysis Unit report

DEB MALKIN AND LEANNE PALASTER
NURSE UNIT MANAGERS

Our Dialysis Unit plays an important role in supporting people living with chronic kidney disease on the Mornington Peninsula, providing specialist, compassionate care close to home.

This year, our dedicated team of seven Registered Nurses and two ward clerks delivered 3,628 dialysis treatments, exceeding projected activity and reflecting the growing demand for our specialist service.

The Unit currently supports two patients on the active kidney transplant waiting list, with a further patient undergoing assessment for transplant eligibility. While no patients received a kidney transplant during the reporting period, our team continues to provide ongoing support and preparation throughout the transplant journey.

Supporting patients to maintain their independence and quality of life remains a priority. Our Unit continues to facilitate holiday dialysis and coordinate access to the Big Red Kidney Bus, enabling patients to safely continue their renal replacement therapy while travelling throughout Australia and overseas. These initiatives help patients remain connected with family and friends, enjoy meaningful experiences away from home, and support their overall mental and emotional wellbeing.

This year, patients also benefited from increased access to allied health services, particularly podiatry and dietetics. This multidisciplinary approach ensures coordinated, person-centred care tailored to individual needs. Enhanced podiatry support has been especially valuable in reducing the risk of foot and lower limb complications for our many patients living with diabetes.

We remain committed to developing our workforce and fostering excellence in renal nursing. During the year, one staff member commenced postgraduate studies in renal nursing, while others participated in professional development programs and renal-specific education. Ongoing investment in education strengthens our capability to deliver safe, evidence-based care and supports the continued growth of our specialist nursing workforce.

Looking ahead, we will continue building on our strong foundations, delivering high quality, individualised care while supporting the health, wellbeing and independence of our dialysis patients and their families.



CIO's report

PETER OWENS
CHIEF INFORMATION OFFICER



This year The Bays commenced its most significant digital transformation project to date: replacing our patient administration system to create a more connected, efficient and patient-centred digital experience.

Following an extensive evaluation process, we selected webPAS from Dedalus, a leading patient administration system used across Australian hospitals. This system will support every admission, booking and patient record across the hospital and will be implemented in late 2026.

Alongside webPAS, we are introducing EpiMe from EpiSoft as our new patient portal. Integrating directly with webPAS, EpiMe will allow patients to complete their registration and admission details online before they arrive, significantly improving the patient registration experience.

Our core clinical systems were also strengthened. The K2 Guardian maternity monitoring system was upgraded to the current version, ensuring our midwives and obstetricians work with fully supported, up-to-date fetal monitoring technology.

A major cybersecurity milestone was achieved with the completion of our migration to Microsoft Outlook 365. All mailboxes have now moved to Microsoft's secure cloud environment, allowing us to retire our legacy email server and address a long-standing security and resilience gap. To inform future infrastructure decisions, we also completed a formal cloud readiness assessment of our server environment, giving us a clear, costed view of our options.

Investment in our on-site infrastructure continued alongside the move to cloud. We strengthened power failure protection for our core systems, improving resilience against outages, and commissioned a new server dedicated to running webPAS and our other internal databases.

We also finalised a hospital-wide refresh of our print fleet, introducing 14 multifunction devices with secure card-release printing to improve privacy, reduce risk and provide more reliable access for staff. Deployment begins in the coming months and will enable stronger central management of printing across the organisation.

Cybersecurity remains a continuous program, with technical defences reviewed and strengthened throughout the year in line with Australian Cyber Security Centre (ACSC) guidance, supported by an ongoing staff security awareness program.

The year ahead is defined by delivery: implementing a new patient administration system and patient portal, completing our modernised print environment, and continuing the integration of systems that will support a more connected, efficient and resilient hospital.

Human Resources report

SARAH MARCH
HUMAN RESOURCES MANAGER



Our people are central to the care and service we provide at The Bays. During the 2025-26 financial year, we welcomed 97 new team members, while maintaining a stable workforce with annual permanent staff turnover of just 8.4 per cent.

We also celebrated the commitment of long-serving team members, including colleagues who reached 25, 30 and 35 years of service. These milestones reflect the depth of experience, knowledge and dedication across our organisation and the strong sense of connection our people have with The Bays.

Workplace safety continued to be a priority, with minimal Lost Time Injuries and a reduction in the overall cost of WorkCover claims during the year. This reflects the continued focus on early intervention, effective injury management and supporting team members to recover and return to work safely.

We also continued to invest in the wellbeing and connection of our people. Recognition and celebration activities throughout the year created opportunities for teams to come together, including our inaugural R U OK? Day BBQ, which encouraged conversations about mental health and wellbeing. Our Executive Team also completed Mental Health First Aid training, strengthening the organisation's capacity to recognise and respond to mental health concerns in the workplace.

A significant achievement was the successful negotiation of two new Enterprise Agreements covering our nursing and support services teams. The agreements provide wage increases and additional benefits, recognising the contribution of our people and strengthening our commitment to fair and supportive employment conditions.

We also continued to improve our HR systems and processes, simplifying everyday tasks and creating a more streamlined experience for employees.

Together, these initiatives demonstrate our ongoing investment in the people who make The Bays possible — through recognition, safety, wellbeing, improved employment conditions and simpler ways of working. We remain committed to creating a workplace where people feel valued, supported and proud to be part of The Bays.



Fundraising and Community Engagement report



STEPHANIE TUCKER
PHILANTHROPY AND DONOR RELATIONS MANAGER

At The Bays, our independence is strengthened by the people who choose to stand beside us. As a community-owned, not-for-profit healthcare organisation, we rely on the generosity, advocacy and involvement of our donors, members, volunteers, community groups, businesses and partners to help us continue providing exceptional, personalised care close to home.

This year, our community once again demonstrated its strong connection to The Bays, raising $780,402 through donations, fundraising, memberships and gifts in wills. Every contribution – whether large or small, given once or given regularly, through time, advocacy or financial support – has helped strengthen care for patients and families across the Mornington Peninsula.

Our 419 financial members and their families remain an important part of who we are. Their involvement keeps The Bays deeply connected to the community we serve, ensuring local voices continue to help shape the future of our hospital. This year, membership fees supported vital orthopaedic equipment and technology, ensuring that our patients get the best possible care and outcomes, closer to home.

Our volunteers also continue to play an extraordinary role in the life of The Bays. This year, 60 volunteers contributed 7,620 hours across the hospital, offering their time, warmth and compassion to patients, families and staff. Whether welcoming visitors, supporting teams, assisting at events or helping create the friendly environment The Bays is known for, our volunteers are a valued and much loved part of our community.



Throughout the year, support came to The Bays in many ways – through individual donations, local fundraising efforts, community groups, corporate partnerships, trusts, foundations, grants, gifts in wills, our Gift Shop, Artcare program, Giving Tree in our Maternity Ward, and other fundraising initiatives. This generosity is especially meaningful at a time when many individuals, families and businesses continue to face financial pressures. We are deeply grateful to everyone who chose to give, knowing their support would directly benefit our local patients and families across our growing community. Thanks to this generosity, we were able to invest in vital equipment, technology and programs that directly support safer care, improved access and better outcomes for our patients, including:

- **Additional Stryker 4K camera system in theatre**
  The additional camera system provides surgeons with clearer, high-definition vision of the surgical field, helping them operate with greater precision and supporting safer procedures and smoother recoveries for patients.
- **Additional colonoscopes**
  These help us meet growing demand, allowing more people to receive the tests they need sooner, providing earlier answers and supporting the timely detection and treatment of health concerns including cancers.
- **K2 fetal monitoring software upgrade**
  Helping our maternity team closely monitor mothers and babies throughout labour, so they can respond quickly when extra care is needed.
- **Bili blankets and neonatal phototherapy lights**
  Enhancing the care we provide to newborns who require treatment for jaundice.

A highlight of the year was celebrating The Bays' 88th birthday with our 88K in a Day fundraiser. The event brought our community together in a joyful and energetic way – through donations, raffle tickets, sausage sizzles and encouragement for our runners. Together, our community raised $23,833 towards our Nurse and Midwife Education Fund, established with the support of our founding partner, the Rotary Club of Mornington. The fund supports our nurses and midwives to undertake specialist training, helping them grow their skills and continue providing innovative, specialist care to our community with confidence and compassion.

We also celebrated the first birthday of The Bays Cancer Care Centre, one year on from opening the Peninsula's first integrated cancer hub.

The Open Day welcomed approximately 250 people, with around 150 joining tours of the Icon Cancer Centre facilities. The strong community interest reflected the importance of accessible cancer care close to home and the vital role of community support and advocacy in strengthening local health services.

These moments remind us that fundraising and community engagement at The Bays is about much more than dollars raised. It is about people choosing to support one another, strengthen local health services, and help ensure the next patient, family or loved one can receive the care they need, when they need it.

Thank you to everyone who supported The Bays this year – through giving, volunteering, fundraising, advocacy and partnership. Your generosity continues to shape what is possible for our hospital and the communities we serve.



Maternity Unit report

ADELE MURPHY
ACTING MATERNITY UNIT MANAGER

The past year has been filled with moments of joy, connection and new beginnings in our Maternity Unit, as our dedicated midwives, obstetricians and support team welcomed 528 babies into the world, including three sets of twins.

Among these were two sets of twins born just four days apart – all to first-time parents and all delivered by Bays obstetrician Dr Emily Fiske. These four babies marked the beginning of parenthood for two families experiencing the excitement of welcoming their first children. Over the past year, the smallest baby born at The Bays weighed 1800g, while our biggest arrival weighed 5080g.

Each birth is unique, and we were privileged to support families through some of their most significant life moments. This year, we were part of a particularly special coincidence when best friends and neighbours Kirstel Makepeace and Mikaila Pridham welcomed their second baby boys at The Bays on the same day. Both families shared an unexpected connection, with the mothers celebrating the same birthday and having the same obstetricians for each of their births – Dr Sarah Roberts for their firstborns and Dr Natalie Elphinstone for their second.

In May, I stepped into the Acting Maternity Unit Manager role. I am grateful for the opportunity to support our exceptional team and continue building on the compassionate, high-quality care provided to families at The Bays.

It is always a privilege when members of our own Bays family choose to welcome their babies with us. This year, we celebrated the arrival of several babies born to staff members, including three nurses from across the hospital and our very own midwife, Jess Kassabis, who welcomed her first baby, Bobby, in August, supported by Dr Kelly Griffin. Their decision to have their babies at The Bays reflects the trust and confidence our colleagues place in the expertise, compassion and support of our maternity team.

We are also incredibly thankful for the generosity of our community through our Christmas Appeal, which raised $50,000 towards new bili blankets and neonatal phototherapy lights. These vital pieces of equipment are now enhancing the care we provide to newborns requiring treatment for jaundice, ensuring our smallest patients receive the support they need close to home.



Best friends and neighbours Kirstel Makepeace and Mikaila Pridham both welcomed their second baby boys at The Bays on 9 December 2025.

Stories like these reflect the strong relationships we build with families and the trust our community places in our maternity team. We are grateful to play a part in welcoming new life and creating lasting memories for so many families.



Theatre report

ADVANCING SURGICAL CARE
AT THE BAYS



Our Theatre team provides high-quality, personalised surgical care across a broad range of specialties, supported by highly skilled clinicians, dedicated staff and ongoing investment in technology and equipment.

Expanding procedural capacity to meet community demand

A key focus this year has been expanding our procedural services to meet growing community need. The opening of our new Endoscopy Procedure Room has increased capacity for gastroenterology procedures, enabled us to welcome new gastroenterologists and colorectal surgeons, and created additional availability in our main theatres to support the ongoing growth of our surgical services.

We have also strengthened our bowel cancer screening capability with the purchase of a new colonoscope, made possible through the generous support of Community Bank Mt Martha, Mornington Masonic Lodge and Freemasons Foundation Victoria. This investment will help improve access to timely screening and diagnostic procedures for our community.

Together, these investments are building our capacity to provide more specialist care locally and support the continued growth of The Bays.



3D-printed hip replacement delivers personalised care

In April 2026, The Bays delivered a highly customised 3D-printed hip replacement for a patient whose unusually shaped femur could not be accommodated by a conventional implant. The procedure is believed to be the first of its kind on the Mornington Peninsula.

Orthopaedic surgeon Dr Andrew Chia and the surgical team worked with specialised medical technology providers to develop a bespoke solution tailored to the patient's anatomy. Detailed 3D CT imaging was used to map the patient's hip and femur, providing the precise measurements and angles required to design the replacement.

A custom 3D-printed implant was manufactured specifically for the patient, along with specialised 3D-printed surgical instruments to assist Dr Chia during the procedure. The hip was successfully implanted using an anterior minimally invasive approach with a small bikini incision, Dr Chia's preferred surgical technique.

An exact 3D-printed replica of the patient's hip was also created and remains with her following the procedure.

The innovative approach demonstrates how advanced technology can expand treatment options for patients whose individual anatomy presents challenges that cannot be addressed with conventional implants. It highlights The Bays' commitment to personalised care, combining clinical expertise, advanced imaging and 3D-printing technology to develop solutions tailored to individual patient needs.

- Breast Surgery
- Colorectal Surgery
- Ear, Nose and Throat Surgery (Otolaryngology)
- Endoscopy – Gastroscopy and Colonoscopy
- General Surgery
- Gynaecological Surgery
- Ophthalmic Surgery
- Oral Maxillofacial Surgery
- Orthopaedic Surgery
- Plastic and Reconstructive Surgery
- Spinal Surgery
- Urology
- Vascular Surgery

Cancer care report



One year after opening Stage One of The Bays Cancer Care Centre, we are proud to see the positive impact this service is having on patients and families across the Mornington Peninsula.

Celebrating one year of local cancer care

The Cancer Care Centre was established to bring together diagnosis, treatment and supportive care in one accessible location, creating a more connected and compassionate experience for people affected by cancer. Over the past year, the Centre has continued to grow as a place where patients can access specialist treatment, practical support and a caring community close to home.



Icon at The Bays: strengthening local cancer care

Our partnership with Icon Cancer Centre continues to provide local access to radiation oncology for the first time, allowing patients to receive consultations, treatment planning and radiation therapy close to home, reducing the burden of travelling long distances during cancer treatment.

Led by local radiation oncologists Dr David Blakey and Dr Maree Sexton, Icon at The Bays combines specialist expertise with state-of-the-art technology, including tattoo-free treatment, HyperArc for brain tumours, stereotactic techniques and an on-site CT scanner to support precise, personalised care.

The Centre's multidisciplinary model continues to strengthen, with supportive services including lymphoedema therapy and exercise physiology planned as the next addition. Our McGrath Breast Care Nurses and Prostate Cancer Specialist Nurses continue to provide dedicated guidance and support, helping patients navigate their cancer journey from diagnosis through to treatment and recovery.

Wellness Centre continues to grow

The Community Bank Mt Martha Wellness Centre, located on the ground floor of The Bays Cancer Care Centre, has continued to expand its range of free services supporting the physical, emotional and social wellbeing of people affected by cancer.

Made possible through Community Bank Mt Martha's generous $600,000 commitment over 10 years, the Wellness Centre provides a welcoming space for patients, carers and families to access support close to home, regardless of where they receive their cancer treatment.

Over the past year, the program has grown to include mindfulness meditation, gentle movement and exercise sessions, Pilates, EFT tapping, art therapy, educational sessions and cancer support groups. New initiatives introduced this year include the Wellness Centre Wig Library, supported by dedicated volunteers, providing patients experiencing hair loss with private, personalised support to help them feel comfortable and confident throughout treatment.

Support groups continue to provide valuable opportunities for connection and shared experience, including the Oesophagectomy Survivorship Support Group, Peninsula Prostate Cancer Support Group and Cuppa, Connection and Conversation cancer support group.

The Wellness Centre continues to play an important role in our vision of comprehensive cancer care, extending support beyond diagnosis and treatment to promote wellbeing, connection and survivorship.



Supporting prostate cancer patients

Our Prostate Cancer Specialist Nurses continue to provide dependable, compassionate care for men living with prostate cancer across Frankston and the Mornington Peninsula. Meredith and Ying play a vital role in coordinating patient care and offering a consistent point of contact – providing trusted support, guidance on treatment options, and advice on managing side effects.

This specialist service at The Bays Hospital is available to both public and private patients and is delivered full-time by our two part-time Prostate Cancer Specialist Nurses. This flexible model has ensured continuity of care, allowing one nurse to cover extended leave when needed – an arrangement that has proven highly beneficial for our patients.

In the 2025–26 financial year, Meredith and Ying recorded 2,590 patient-related contacts, including 202 new patients referred to the nursing service. Notably, 66 per cent of these new patients were referred at the time of diagnosis, enabling early engagement and continuity of care.

The Peninsula Prostate Cancer Support Group continues to host their monthly meetings at our Cancer Care Centre, with regular attendance by Meredith and Ying.



Supporting breast cancer patients

Breast cancer remains the most commonly diagnosed cancer among women in Australia. While medical treatments continue to evolve, the importance of psychosocial and supportive care is increasingly recognised as essential to improving quality of life and overall outcomes for patients.

At The Bays, two McGrath Foundation Breast Care Nurses provide expert care and guidance for both public and private patients – supporting them from diagnosis through treatment, rehabilitation, follow-up, and the transition to wellness or palliative care.

Rachel and Megan settled into their new home at The Bays Cancer Care Centre and embraced the McGrath Foundation's national rebrand with their new-look purple uniforms. Over the past financial year, they supported 169 newly diagnosed families. Together, they made more than 1,300 phone calls and held more than 550 face-to-face appointments.

During October's Breast Cancer Awareness Month, our McGrath Breast Cancer Care Nurses hosted a range of activities to support patients, staff and the wider community. Events included a morning tea for breast cancer patients and survivors, 'lunch and learn' education sessions for staff, and a community Health and Wellbeing presentation.

The Bays turned pink throughout the month, with staff and volunteers decorating their departments, wearing pink, and creating a courtyard display of 'pink ladies' featuring messages of hope and support. The BreastScreen Victoria Bus also visited The Bays, providing free breast screening onsite and highlighting the importance of early detection.

Board of Directors

Our Board of directors consists of seven directors, one of whom is a medical practitioner representative. The Board is responsible for the overall governance and strategic direction of the Bays and is accountable for the overall financial performance of the operations ensuring The Bays remains a financially sustainable healthcare operator. Directors are elected for a period of three years.

Janine Loader joined the the Board in November, following the retirement of Rob Anderson and Carol Allen.



Mr Brett Gallagher

CHAIR

Mr Brett Gallagher has lived on the Mornington Peninsula for more than 30 years and is an active contributor to local community initiatives.

Brett brings to the Board extensive commercial and operational expertise, and strategic leadership gained in the telecommunications, utilities, infrastructure and technical services industries. He has spent over 25 years as a senior executive, director and owner of businesses within these sectors. Brett has specific experience in service delivery, contract management, business development, health, safety and environment, corporate finance, and mergers and acquisitions.

Brett is an experienced company director and a Fellow of the Australian Institute of Company Directors (FAICD). He has experience in governance and compliance, reporting and stakeholder relations. His current directorships include a public company and several private businesses that operate predominantly in the utilities and services sector.



Mr Patrick Baker

Mr Patrick Baker joined The Bays Board in May 2023. Patrick has held executive management positions across a range of industries including public health, financial services and not-for-profit. Patrick is currently the Group Director, Philanthropy and Health Innovation at Bayside Health, and serves on the Cancer Council Victoria Board.

With tertiary qualifications in leadership, business and governance, Patrick has held directorships at OzChild and Windana Drug and Alcohol Recovery Centre, as well as Dementia Australia (VIC). He brings to The Bays Board his expertise in developing and implementing strategic and operational direction, including client acquisition, revenue generation and growth strategies. Patrick has a solution-focused attitude and promotes a positive workplace culture of trust and mutual respect. He has a reputation for establishing and maintaining high-quality relationships with diverse stakeholders and is passionate about delivering positive commercial outcomes.



Mr Brent Dennison

Mr Brent Dennison was most recently the Chief Executive Officer of the Cell Care Group, an international cord blood bank and cellular therapy investor. He led the company's expansion into Asia and North America prior to the company's acquisition by US-based Generate Life Sciences in 2021.

Brent was previously involved in the launch of Mothercare in Australia until 2012. Before that, he worked for six years in Europe in the private equity industry, and was a director with Citigroup in New York, investing in financial services businesses. Before his private equity involvement, Brent led entrepreneurial ventures in the UK and Turkey. He commenced his career as a strategy consultant with the Boston Consulting Group in Melbourne and New York.



Ms Janine Loader

Ms Janine Loader was most recently the Regional Chief Executive Officer for St Vincent's Private Hospitals Victoria, a not-for-profit network comprising hospitals in East Melbourne, Fitzroy, Kew and Werribee. In this role, she oversaw clinical services, operational performance, quality of care, and both staff and patient experience. Like The Bays, St Vincent's operates without government funding and relies on the generosity and philanthropic spirit of its community.

Janine has built a long and distinguished career in nursing and health management. With nearly three decades of experience in both clinical and senior management, she brings a strong clinical foundation and a deep understanding of patient care.

Janine is deeply committed to compassionate, values-based leadership and fostering alignment between staff values and organisational purpose. Her key areas of focus include advancing surgical innovation to improve patient outcomes, investing in modern healthcare facilities, and ensuring care remains centred on compassion – particularly for those most vulnerable.



Ms Lisa Norman

Ms Lisa Norman has been in executive-level healthcare roles since 2002. She has worked for St John of God Health Care since July 2006 and, in 2020, was appointed as the Chief Executive Officer of three hospitals in South-East Melbourne. As the CEO of St John of God Berwick Hospital, she led a $140M project to construct, commission and relocate the hospital in 2018.

Lisa graduated as a registered nurse in 1990 and went on to gain postgraduate qualifications in critical care, specialising in emergency and trauma nursing. She also holds a Graduate Certificate in Catholic Leadership and Culture.

Lisa has interest and experience in Clinical Governance to ensure delivery of safe clinical care and optimising the patient experience. Lisa is a Director at the St John of God Foundation Board and the Federation University Health Strategic Advisory Board.



Mr Edward O'Donohue

The Honourable Edward O'Donohue joined The Bays Healthcare Group Board of Directors in March 2025, bringing extensive experience across law, politics, commerce and community service. A former Victorian MP for over 15 years, he held senior Ministerial and Shadow Ministerial roles, including involvement in shaping significant legislation such as Victoria's assisted dying laws. Prior to entering politics, he worked as a solicitor, barrister and in business.

A long-time Mornington Peninsula resident, Edward lives locally with his wife Jen and their four children – all born at The Bays. His connection to the hospital runs deep, with generations of his family receiving care here. Now serving as a director, Edward remains committed to contributing to his community.



Mr Mark Renehan

Mr Mark Renehan is Chair of The Bays Healthcare Group's Medical Advisory Committee and brings extensive medical expertise to The Bays Board. Mark's practice, The Bays Eye Centre, is named for our hospital, where he has been operating for more than 25 years.

Mark was the Censor in Chief of the Royal Australian and New Zealand College of Ophthalmologists (RANZCO), responsible for education and training, continuing professional development, international medical graduate assessments, accreditation of training positions, examinations and Australian Medical Council accreditation.

Mark has been involved in international development in the ophthalmic sector through capacity building in Timor-Leste, Fiji and Cambodia. Mark believes in the vital importance of supporting not-for-profit, community-owned healthcare organisations for the benefit of the wider community.

Leadership Team

Jade Phelan

CHIEF EXECUTIVE OFFICER

Jade Phelan has more than 15 years of senior management experience in the healthcare industry. Prior to joining The Bays, Jade worked for large, ASX-listed healthcare operators and Big 4 accounting firms. She holds a Master of Business Administration, Bachelor of Business and a Graduate Diploma in Applied Finance and Investment.

Jade was drawn to the healthcare industry because she wanted a career that involved helping people and making a difference. Her vision for The Bays is to grow and expand the healthcare services provided to the Peninsula community and to support all staff to ensure we provide an exceptional experience for our patients.

Steve O'Connor

CHIEF FINANCIAL OFFICER AND DIRECTOR OF CORPORATE SERVICES

Steve O'Connor joined The Bays Healthcare Group in April 2024 as the Chief Financial Officer and Director of Corporate Services. He oversees the finance function for the Group as well as the non-clinical areas of the hospital. Steve is a fellow of the Association of Chartered Certified Accountants, holds a Masters in Financial Industrial Mathematics and a joint Bachelor in Mathematics and Economics.

Steve is a finance leader with more than 15 years' experience in financial services including positions with two of the top five largest fund administrators in the world, medical device/ pharmaceutical and public health industry, with an in-depth knowledge of target-driven services, which includes operational management and oversight, financial management reporting and forecasting.

He has a strong background in healthcare and before joining The Bays, Steve was General Manager/Head of Operations of the Maternity Services Directorate for the South/South West Hospital Group of public health services in Cork, Ireland. It was the positions held within the maternity hospital that drove Steve to remain in healthcare and join The Bays. Steve recognises The Bays is very closely aligned in ethos and community spirit to the maternity hospital.

Peter Owens

CHIEF INFORMATION OFFICER

Peter Owens joined The Bays in October 2023 as the Chief Information Officer. He is responsible for our enterprise technology functions, technology and data security, data governance, technology infrastructure and our technology modernisation program. He provides support to the organisation and the Executive Team in developing and implementing our IT Strategy, as well as streamlining and integrating our many systems.

Peter has more than 20 years of executive-level experience identifying and implementing new technologies and enterprise systems, and leading technical teams to provide innovative business solutions.

He has had extensive experience in senior technical roles delivering large-scale technology projects and facilitating change, to improve processes and organisational operations.

Karen Ward

DIRECTOR OF CLINICAL SERVICES

Karen Ward joined The Bays in June 2026 as Director of Clinical Services, bringing extensive experience in clinical governance, workforce leadership, and service improvement across complex acute healthcare settings. Prior to joining The Bays, Karen served as Director of Clinical Services at St John of God Frankston and also held the Acting Director of Clinical Services role at St John of God Berwick, where she gained broad leadership experience across theatre, maternity, medical and surgical services.

Beginning her career as a surgical ward nurse, Karen has built a leadership career founded on compassionate care, strong clinical governance, and a commitment to improving outcomes for patients, staff and medical practitioners. She is recognised for fostering highly engaged, high-performing teams and creating positive workplace cultures that support both clinical excellence and strong staff and doctor engagement.

Karen is passionate about influencing positive change through innovation, collaboration, and continuous improvement in healthcare delivery. Her strategic leadership, focus on quality and safety, and commitment to supporting clinical teams will play an important role in advancing The Bays' commitment to delivering exceptional care to our community.

Sarah March

HUMAN RESOURCES MANAGER

Sarah March joined The Bays as a Human Resources (HR) Administrator in 2016 and was soon promoted to HR Advisor and then HR Manager in 2020. She previously held human resources and recruitment consulting roles across a broad range of industries, including IT and financial services, and was the Recruitment Manager for AXA Australia.

Sarah supports The Bays to achieve our strategic goals by providing effective HR policies, processes and programs. This engenders a culture of high performance and safety, which results in the delivery of an outstanding service to patients and their families. Sarah takes a keen interest in recruiting and retaining talented people aligned to our ICARE values.

Stephanie Tucker

PHILANTHROPY AND DONOR RELATIONS MANAGER

Stephanie Tucker joined The Bays in January 2024 as the Philanthropy and Donor Relations Manager. She is responsible for developing the philanthropic side of our business, so that we can continue to invest in vital medical equipment and technology and deliver the best possible care to our patients. She also fosters and develops our existing relationships with donors, community groups and volunteers that support us.

Stephanie brings her extensive experience in sales and marketing, relationship management and business development. She previously spent 5 years as the Head of Philanthropy for The Hunger Project Australia, and prior to this was a senior manager in corporate partnerships with the McGrath Foundation.

THE BAYS

The Bays Healthcare Group

Caring for the Peninsula