





Contents

- 3 From the Chairman and CEO
- 5 Growth: caring for more patients
- 12 Safety and quality: ensuring excellent work practices and service delivery
- 17 People and culture: encouraging teamwork and respect
- 19 Brand and reputation: earning community trust and support for our cause
- 25 Financial strength: sustaining our mission and increasing our social impact

MISSION

A 14-year-old boy was flown to hospital after sustaining spinal injuries in a tackle while playing rugby league.

Our Vision

To be Australia's most trusted rapid response critical care service

Our Mission

To save lives, speed recovery and serve the community by providing the highest standard of rapid response critical care

Our Social Impact

CareFlight's social impact comes from saving lives and speeding recovery. Here is how we do it:

Missions – we look after around 5,000 patients each year

Care – we bring a hospital level of care to our patients

Innovation – we are dedicated to continuous improvement through innovation and research

Readiness – our aircraft and medical crews are on standby to immediately respond to life-threatening emergencies

Education – we train doctors, nurses, paramedics and first responders

Community – we work with the community to raise awareness of our cause and funds to support our service

From the Chairman and CEO

Our mission and ethos

CareFlight’s mission is to save lives, speed recovery and serve the community – objectives that go hand in hand. Often the people we help are in extremely remote or inaccessible locations. Often they are in extreme distress. Often we are their best hope of survival or recovery.

Everything we do ultimately underpins our mission. Sometimes we achieve our mission directly - for example, by transporting a patient from a remote clinic to a better resourced and equipped hospital. Sometimes we achieve our mission indirectly -

for example, by upskilling people in the community to better cope with medical emergencies.

Through all the diversity and complexity of the services we provide, we remain a patient-centric organisation. Not only are our doctors, nurses, paramedics and air crew highly qualified and trained, they bring the CareFlight ethos of care to all our patients. The notion of care is embedded in our name – **CareFlight** – and manifests itself each day in the quality of the care, as well as the personal consideration and respect, that our clinical teams give to our patients.

The organisational framework for achieving our mission is set out in our Strategic Plan. Of course, our Strategic Plan and our social impact are inextricably linked. The prime objective for developing and implementing our Strategic Plan was and is to increase and deepen our social impact – an objective that flows from our charitable charter and our status as a for-purpose enterprise.

Our Strategic Plan is the touchstone for measuring the progress we have made this year. Each element of the Strategic Plan, and how it links to our social impact, is explored in this Annual Report.

Our doctors, nurses, paramedics and air crew bring the CareFlight ethos of care to all our patients.

Board of Directors

Dr Andrew Refshauge
MBBS, FAICD
Chairman
Independent Non-Executive Director

Derek Colenbrander
BA, LLB
Executive Director

Patricia Angus
PSM, MTH
Independent Non-Executive Director

Dr Nicholas Coatsworth
MBBS (Hons), MIntPH, FRACP
Independent Non-Executive Director

Garry Dinnie
BCom, FCA, FAICD, MIIA (Aust), FAIM
Independent Non-Executive Director

Anna Guillan
AM, MBA
Independent Non-Executive Director

Ian Vanderbeek
BBus, MAICD
Independent Non-Executive Director

Company Secretary
Peter Quayle
BCom, FCPA

Our 2025 Goals



Thank you

To all our stakeholders, we offer the assurance of good governance, dedication to service excellence and a commitment to providing value-for-money in the delivery of our services. To our donors, we add a return on investment which goes not to their pockets, but to their hearts.

We thank each and every member of the extraordinarily diverse and talented team of people – the CareFlight staff – who go out there every day and make it happen. We also recognise the inter-connectedness and inter-dependence of our team members, and the importance of the contribution that each makes to the whole.

Finally, we acknowledge with gratitude and appreciation all those members of the community – our donors, supporters and volunteers – who are there for us, and trust that we will be there for them.

We thank our donors, supporters and volunteers who are there for us, and trust that we will be there for them.

CareFlight welcomes new CEO

After nearly 14 years in the role, Derek Colenbrander retired as CEO of CareFlight at the end of the financial year. Derek’s association with CareFlight pre-dates his appointment as CEO, going back to the late 1980s when he started acting as CareFlight’s legal adviser.

Derek’s legacy is a vibrant, successful, growing, well managed organisation, and one of the most trusted charitable brands in the country. We thank Derek for his outstanding service to CareFlight, and for his dedication to the cause that we serve.

After an open-market executive search, the Board was pleased to appoint Mick Frewen to the role of Chief Executive Officer. Mick comes to CareFlight after a 10 year management career with International SOS, the world’s largest medical and travel security assistance company. International SOS has deep roots in emergency medical retrieval, serving multi-national companies, governments and NGOs globally. Following many



From left, CareFlight Chairman Dr Andrew Refshauge, new CEO Mick Frewen and retiring CEO Derek Colenbrander.

years based in Singapore, Mick’s most recent role with International SOS was Regional General Manager Assistance Australasia.

Prior to joining International SOS, Mick spent 20 years in the army in commando and SAS roles. He retired from the army in 2007, having attained the rank of Lieutenant Colonel.

We welcome Mick to CareFlight and wish him success in his new role. In the spirit of CareFlight, his success will be our success, and our success will be his success.

Dr Andrew Refshauge, Chairman



In a marathon nine hour mission, an 18-year-old woman was airlifted from remote Bunda Station, near the Western Australia border, to Royal Darwin Hospital. The woman sustained suspected leg fractures and possible spinal injuries when she fell from her horse which then rolled over her.

Growth

Caring for more patients

For CareFlight, the number of patients we treat and/or transport is the leading indicator of our social impact. It is a simple equation: the more patients our clinical teams care for, the more we give back to the community that sustains us.

When we put in place our 10 year Strategic Plan three years ago, we set ourselves the ambitious goal of doubling our patient numbers over the next decade, from 5,000 patients per annum in 2015 to 10,000 patients per annum in 2025. With the start-up this year of two significant new services - the Patient Transport Service in New South Wales and the Palmerston Regional Hospital Road Transport Service in the Northern Territory - we expect to achieve that goal well ahead of our target date.

NSW operations

Patient Transport Service

In December 2017, NSW Health awarded CareFlight a long-term contract to provide fixed wing patient transport services in northern NSW. This Patient Transport Service (PTS) is an exciting

milestone for CareFlight as it extends our service and patient reach in NSW.

The aim of the PTS is to give more people in regional and rural areas access to a higher level of health care. The service transports patients to major tertiary hospitals for specialist medical tests or treatment not available

to them in their own communities. Patients are collected from their home or local hospital, transferred to a tertiary hospital and then returned to their home or local hospital as required. The patients are accompanied by CareFlight nurses who monitor their health, safety and comfort during transportation.

What is CareFlight HelpPoint?

HelpPoint is CareFlight's 24/7 logistics coordination unit for our PTS, national and international medi-jet retrieval missions, and commercial contracts with the oil, gas and mining industry. One call to the national CareFlight HelpPoint hotline activates all enquiries and missions. For customers this means a dedicated service with

one point of contact. The team of trained coordinators provides full operations mission support and a communication network to synchronise the entire mission, including pre-mission preparation and planning, weather reports, security clearances, flight planning and ground support arrangements.

The aim of the PTS is to give more people in regional and rural areas access to a higher level of health care.

The PTS operates King Air B200 twin engine turbo-prop aeroplanes, which are based at Bankstown airport. These aircraft are specially fitted with a combination of stretchers and patient seating, and have pressurised cabins to ensure a high level of patient comfort and safety.

CareFlight's PTS road patient transport vehicles are based in Bankstown, Newcastle, Port Macquarie, Coffs Harbour, Tamworth and Armidale, and transport patients to and from the aircraft.

PTS patient bookings are forwarded from the HealthShare PTS hub in Parramatta to CareFlight HelpPoint. The CareFlight HelpPoint specialist team oversees the missions, providing logistics support and coordination throughout patients' journeys.

To manage the significantly increased patient load flowing from the PTS contract, we have recruited and trained a number of skilled personnel.

MISSION

Crews battle record wet and stormy conditions to help patients

CareFlight delivered a vital lifeline to isolated communities through one of the wettest periods ever experienced in the Top End.

Some regions set new records for rainfall in January. One of these was the Daly River, where roads were closed due to flooding. CareFlight's Top End rescue helicopter was tasked to the region to airlift a seven-year-old boy who urgently needed to be flown to hospital.

Crews were called to various other locations throughout the month, including Beswick where they rescued a 55-year-old woman. The woman needed emergency care but was stranded when access roads

were flooded. Over the Australia Day long weekend, CareFlight airlifted several patients who urgently needed help, overcoming extremely wet and stormy conditions and demonstrating incredible skill landing planes and helicopters. Teams worked long hours caring for patients in remote locations, waiting out severe storms until it was safe to take off and land.

Meanwhile, logistics and operations teams worked tirelessly to find solutions when storms caused outages to communications lines, and to organise replacement crews when staff worked to the limit of duty hours on prolonged missions.

The NT experienced severe floods and storms during January.



CareFlight operates King Air B200 aeroplanes and road patient transport vehicles for the new PTS contract.



New team members include logistics coordinators and managers for HelpPoint, pilots, road vehicle drivers, engineers and nurses.

The PTS contract is expected to increase our patient numbers by approximately 2,000 per annum.

Rural Fire Service contract

Around financial year-end we received official confirmation that NSW Rural Fire Service (RFS) had selected CareFlight to manage, crew and maintain the RFS owned helicopter fleet. The fleet’s primary role is to support fire management operations including hazard reduction, firefighting, transport and surveillance. The contract is for five years, with an RFS option to renew for a further five years.

Given that RFS will continue to own the helicopters, implementation of the contract requires no material capital outlay on the part of CareFlight. It is essentially a contract for the provision of services, with CareFlight providing the pilots, aircrew officers and aircraft engineers. From a regulatory perspective, all flight operations will be conducted under CareFlight’s Air Operator Certificate and all maintenance under CareFlight’s Certificate of Maintenance.

RFS is a highly respected member of the emergency services fraternity in New South Wales, and CareFlight is exceptionally proud to partner with RFS in this new venture.

Top End operations

New purpose-built hangar

CareFlight continues to invest in staff and infrastructure in the Top End. During the year we partnered with Darwin International Airport to construct a second, state-of-the-art hangar adjacent to our existing Top End hangar.

This purpose-built hangar is the new home of CareFlight International Air Ambulance, our medi-jet operation. Capable of holding six to eight aircraft, it comfortably houses our growing jet fleet used in national and international commercial aeromedical retrievals, and in our oil, gas and mining contracts. There is room for additional aircraft as we expand our NT based fleet.

The hangar also incorporates logistics, engineering and training facilities. The training and education facilities are available to the Darwin community, such as NT Emergency Services, for educational purposes.

The proximity of the new hangar to the existing hangar allows CareFlight to further integrate and streamline all operations - jet, turbo-prop, helicopter and road ambulance - to deliver an even more efficient aeromedical service to our patients.

Palmerston Regional Hospital Road Transport contract

Towards the end of the financial year, CareFlight won a new three year contract to provide Top End Health with a road transport solution to move high acuity and low acuity patients between the new Palmerston Regional Hospital (PRH) and Royal Darwin

Hospital. Two specially equipped road vehicles, staffed by CareFlight patient transport officers and drivers, and PRH clinicians, will operate 24/7.

This service is a natural extension of the critical care work that our teams already undertake in the Northern Territory. We expect to care for an additional 2,000 patients per annum under this new service.

Katherine patient transport vehicle

In February we introduced a CareFlight road vehicle to transport patients between Katherine Hospital and Tindal airport. This allows us to reduce patient transport/mission times.

TEMRS mid-term contract

The Top End Health Service (TEHS) has commissioned a mid-term review of the Top End Medical Retrieval Service (TEMRS) operated by CareFlight on behalf of the Northern Territory (NT) Government. The purpose of the review is, essentially, to examine the effectiveness and efficiency of the current service delivery model and develop recommendations for improvement and refinement. The review will look at the clinical, aviation, logistics coordination and contractual dimensions of the service.

The new state-of-the-art Top End hangar.



MISSION

Garry survives truck rollover

Garry Maloney’s memory of his first encounter with CareFlight remains hazy, but there’s one important thing he says he will never forget.

“If it wasn’t for what they did that day, I wouldn’t be standing here now,” he said.

Garry was ejected from his truck when it rolled on the highway in very wet conditions. Trapped beneath the cabin, his arm was pinned and submerged in mud and rising water.

CareFlight’s specialist medical team was called, flying through heavy rain to reach Garry’s side minutes later.

“They were talking about whether they would need to amputate my arm -



Garry was trapped beneath the cabin of his truck when it rolled.

they were worried about hypothermia,” Garry said.

Thankfully the medical team was able to save Garry’s arm. They provided intensive care while emergency crews organised a crane to lift the truck, then continued treatment on the way to hospital.

Garry remained in hospital for two weeks. Six months later, he visited the Westmead base to meet the CareFlight crew and make a donation from his beloved Jackaroo 4WD Club.

Our sincere thanks to Garry and his family, friends and club for their support.

TEAM MEMBER

Dr Adam Sroor – Medical Retrieval Consultant

As an emergency specialist at CareFlight, Dr Adam Sroor has been to some terrible accident scenes. His role means he’s been able to help many people in their time of greatest need. It is not only his patients who have benefited, but also their families, friends and the bystanders who tried to help.

“I can tell you that when the helicopter lands and our team arrives, an immediate sense of calm falls upon the scene. The CareFlight crew work swiftly and efficiently, knowing there are only seconds between life and death,” says Adam.

One can only imagine the horror for a person who is powerless to act as a loved one dies before them.

“I don’t have to imagine it, because I have lived it. I know the sense of helplessness you feel when there is no backup, no-one to step in, no trained professional to take over. It’s the reason I do what I do today.”

It was after tragically losing his own grandmother that Adam decided he wanted to work in emergency care. With no organisation like CareFlight to call upon, he performed CPR on her in the back seat of a car while she was rushed to hospital.

Today, working for CareFlight, Adam can be right there on scene and make a time-critical decision, or perform a crucial medical procedure, which saves someone’s life. He takes a hospital



Dr Adam Sroor on an aeromedical mission.

level of care, and the latest medical equipment, to accident scenes, so patients have the very best chance of survival and a good recovery.

“I love my job. I feel incredibly privileged to have been given the intensive training that enables me to do it.”



CareFlight provided the helicopters and pilots for the paediatric and newborn emergency helicopter service.

Paediatric and newborn emergency helicopter service

Business growth is not linear. As we take on new contracts, others expire. During the year, our helicopter services contract with NSW Health to transport newborn and paediatric patients across the state came to a close.

But the legacy of that service lives on in the lives of thousands of Australian families. The dedicated 24 hour intensive care service, based at Westmead Children's Hospital, flew paediatric and newborn patients from regional hospitals across NSW

and ACT to specialist children's hospitals in Sydney, Newcastle and Canberra. CareFlight provided the helicopters and pilots for this service, while Newborn and paediatric Emergency Transport Service (NETS) provided the doctors and nurses.

Over the four and a half years of the contract, CareFlight transported more than 1,300 sick children and babies. Our first and last paediatric and newborn emergency helicopter missions were, coincidentally, both to Orange.

Over 4½ years, CareFlight's paediatric and newborn emergency helicopter service:

- transported 1,304 patients
- flew 2,042 missions
- clocked up 4,248 flying hours
- visited 50+ locations across NSW/ACT

Some of the most visited locations were:

- | | | | |
|-----------------|-------------|------------------|---------------|
| • Bathurst | • Gosford | • Nowra | • Tamworth |
| • Canberra | • Goulburn | • Orange | • Wagga Wagga |
| • Coffs Harbour | • Moruya | • Parkes | • Wollongong |
| • Dubbo | • Newcastle | • Port Macquarie | |

A particular focus of the review is the interaction of the TEMRS with other elements of the NT Government's healthcare services in the Top End, with a view to promoting 'end-to-end' remote and pre-hospital service improvement. A good example of this may be better integration of the government's tele-health capability with CareFlight's clinical patient management.

Reviews of this nature are standard practice in large scale, long-term government contracts. Their fundamental purpose is to promote continuous improvement in service delivery and ensure that the government is receiving value for money for its outlays.

The review is being conducted by consultants engaged by Northern Territory (NT) Health. CareFlight is actively participating in the review, which is being conducted in a highly consultative manner. The recommendations that emerge from the review may result in (negotiated) changes to our TEMRS contractual arrangements. They will certainly influence and shape the next competitive tender process for the TEMRS contract. That process will probably kick off some time in 2021, ahead of the completion of our current TEMRS contract in December 2022.

US Marine Corps aeromedical evacuation contact

Again this year, CareFlight secured a contract to support United States Marine Corps operations in the Northern Territory over the dry season. It was the third consecutive year that CareFlight has provided aeromedical evacuation support to the Marines. As well as being aligned with our mission to save lives, speed recovery and serve the community, the contract brings valuable additional revenue to help sustain CareFlight's Top End rescue helicopter.

Oil, gas and mining contracts

CareFlight has, in recent years, looked for service provision opportunities in the oil, gas and mining sector to help raise funds for all our charitable operations and the life-saving work we do in the community.

In October 2013, we won our first major contract with INPEX Australia to provide jet aeromedical services, critical care doctors, intensive care paramedics and a 24/7 HelpPoint coordination centre.

Located about 220 km off north Western Australia, the INPEX project represents the largest discovery of hydrocarbon liquids in Australia.

In June 2017 CareFlight won a contract

to provide winch operator services to HNZ Group helicopters in Broome. We also secured a shared contract with INPEX and Shell to provide rescue swimmer intensive care paramedics for the Broome based Search and Rescue helicopter that supports field operations for the INPEX Ichthys and Shell Prelude projects.

CareFlight now has a team of 13 working in Broome, and 12 intensive care paramedics and doctors working offshore.

In an industry first, the aeromedical solution for INPEX is a totally integrated service, with CareFlight managing the entire patient journey from the offshore facility. When an offshore patient needs urgent medical care:

- A CareFlight paramedic on board

the offshore facility activates a medevac via the CareFlight 24/7 HelpPoint assistance centre.

- CareFlight retrieval paramedics and doctors fly from Broome, by helicopter, to the offshore facility.
- The CareFlight helicopter retrieval team, together with the CareFlight offshore facility team, stabilises the patient at the scene.
- The retrieval team flies the patient by helicopter to Truscott, where a CareFlight jet and medical team are waiting.
- The patient is flown to Darwin and transferred to hospital by CareFlight road ambulance.

CareFlight's service delivery to INPEX, Shell and HNZ Group has provided us with another source of funding to save lives and speed recovery.

MISSION

Two-year-old Lily pulled lifeless from river

Witnesses feared the worst for little Lily Cross when she was pulled blue and lifeless from a river in the lead-up to summer.

Her father, Michael, started CPR, and CareFlight was called.

On arrival, the CareFlight medical team immediately took over. Lily was intubated and placed on a ventilator to help her breathe. CareFlight's specialist doctors continued CPR and administered adrenaline through a drip in the hope that they could resuscitate her. But Lily had been under water for 15 minutes and the odds were stacked against her.

After nearly 50 minutes of CPR, there was a sudden, faint sign of life – a tiny, flickering heartbeat. That beat was detected using a sophisticated portable ultrasound device, an essential part

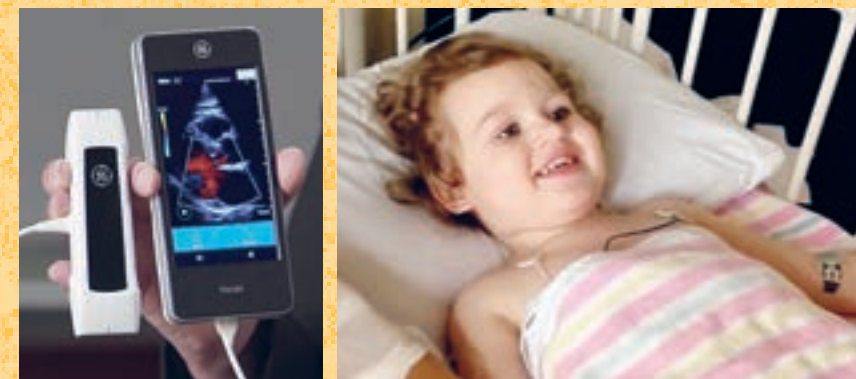
of CareFlight's specialist emergency equipment purchased with funds donated by community supporters.

Today, against all the odds, Lily is making an incredible recovery.

"I'm sure that without CareFlight, I wouldn't be cuddling my beautiful little girl now," Michael said. "The crew at CareFlight don't rest until they've done everything they possibly can to save a life."

Community support helps CareFlight buy life-saving equipment like the portable ultrasound device that detected Lilly's heartbeat.

Below left, the portable ultrasound device that detected Lily's heart beat, and right, Lily recovers in hospital.



MISSION

A 28-year-old man, suspected of being bitten by a deadly brown snake, was treated by a CareFlight doctor and nurse before being flown from the Douglas Daly region to Royal Darwin Hospital.



MISSION



Multiple emergency services, including CareFlight, NSW Ambulance crews, two additional helicopters, Fire and Rescue, Police and State Emergency Service crews attended a train crash in Richmond. CareFlight's specialist doctor and paramedic triaged patients and treated the most seriously injured, a 21-year-old man with leg fractures and suspected spinal injuries.

Safety and quality

Ensuring excellent work practices and service delivery

Safety is and always has been an area of intense focus at CareFlight. This is driven not only by our duty of care to our employees and patients – a good safety record is fundamental to the preservation of our regulatory licence to conduct air ambulance work.

Pleasingly, the year saw minimal Lost Time Injuries (LTIs) arising out of workplace related incidents.

The pro-active management of safety has multiple dimensions. They include the capturing and reporting of issues/events; the prompt and effective follow-up, analysis and implementation of remedial action in relation to those issues/events; the maintenance of clear lines of accountability; and a rigorous audit function. CareFlight uses Air Maestro (a third party software package) as a tool to coordinate and manage these multiple dimensions, and to provide organisational visibility and transparency over all safety related issues/events. Time, experience and a highly professional safety team have seen this system become truly embedded in the organisation and fundamental to the maintenance of our good safety record.

Safety and quality are bound up with each other. We continue to maintain a range of quality accreditations. In October 2017, we were re-accredited by the European Aeromedical Institute (EURAMI), confirming our ongoing high level of aeromedical services are maintained to international standards.

In 2017, our safety team undertook 76 internal audits across a wide range of important systems and functions to confirm that our operations were performing to our own high standards of safety and quality. Ten external audits were undertaken

by other organisations to ensure we continue to maintain the expected standards, including a CASA audit and compliance audits by INPEX and ENI.

Innovation

CareFlight's strong culture of safety and quality means we are dedicated to continuous improvement through innovation and research. All our research programs explore ways in which we can better deliver on our core purpose of saving lives, speeding recovery and serving the community.

CareFlight pioneers another life-saving first

CareFlight has become the first service in Australia to routinely carry plasma to accident scenes. CareFlight has been carrying red blood cells for more than 30 years - one of the first services in the world to do so. Now, with plasma standard in CareFlight's supply pack, not only are our medical teams able to give patients blood transfusions at trauma scenes, but they can also help slow their bleeding.

Plasma contains proteins that make blood clot. After blood is donated, the plasma is separated from the red cells and platelets, frozen and stored. Until very recently, it has not been viable to carry plasma to pre-hospital scenes 'just in case' because, once thawed, the plasma had to be used very quickly or it would expire.

New procedures for extending the life of plasma once it is thawed means CareFlight can now carry plasma to trauma scenes 'just in case'. If the plasma is not required, it can be returned to Westmead Hospital where it can be used for patients who do need it.

TEAM MEMBER



Karen Kampana – Flight Nurse

Karen joined CareFlight after working as a nurse in the emergency department at Royal Darwin Hospital. She began her nursing studies in the Philippines, completing her degree in Australia.

"For me, working here at CareFlight has always been a dream – even as a child I was interested in both health and aircraft. I knew I had to prepare myself and make sure I was skilled in critical care, because when you're on a mission it's just you and the pilot, and you have to be confident making important decisions. I did a post-graduate and worked in emergency for seven years before applying for the job. When I was offered the opportunity, I jumped at it.

"There are lots of challenges in my role - assessing how to best access a patient and how to transport them safely in the aircraft. The most rewarding part is completing missions, knowing my patients are safely transferred to an appropriate facility.

"Communication is very important in our missions, and the team has been great in helping me adjust to my new environment."

Cooper, nine, suffers cardiac arrest

Nine-year-old Cooper suddenly collapsed during a dance class. He was in cardiac arrest, and not breathing.

The CareFlight helicopter was airborne and the crew on scene within minutes. Dr Ruth Parsell knew that with a cardiac arrest, every second counts.

A senior dance student had immediately started performing emergency CPR, and Cooper's heart was beating again. But Dr Parsell noted that Cooper had been vomiting and wasn't breathing well. Because of those precious minutes with no heartbeat or oxygen, brain damage was a real threat.

Dr Parsell intubated Cooper and placed him on a ventilator to control his breathing. As soon as he was stable enough, the team rushed him to hospital.

Cooper's collapse wasn't the result of a head strike or a bad tumble but, as Dr Parsell initially suspected, a rare genetic heart condition. When too much adrenalin is pumping around Cooper's body, it confuses the electrical signals to his heart, which can stop beating just as it did that terrible day.

Thanks to the rapid response emergency medical care at the scene, Cooper not only survived, he also escaped long-term brain trauma. He now has a defibrillator implant in case his heart stops beating again.

Cooper has returned to school and his family have their little boy back.

Cooper with Dr Ruth Parsell and, from left, Dr Alan Garner, paramedic Ben Southers, aircrew officer Paul Pelchin and pilot Ian Smart.



This means generous blood donors can rest assured that there is no wastage, and every unit donated is helping save lives.

The first CareFlight patient to receive plasma pre-hospital was a 74-year-old man who had been hit by a car. Critically injured and bleeding, he was given red blood cells and plasma that had been stored in our blood cooler. Despite being at very high risk of traumatic coagulopathy, his first coagulation tests at Westmead were normal, a very pleasing result.

CareFlight is grateful to the Westmead Hospital blood bank who has supported us for over 30 years, providing our teams with blood products to treat critically bleeding patients.

Investigating new blood warming technology

CareFlight recently completed a research project looking at new technology for warming blood during pre-hospital transfusions.

Patients sometimes need urgent blood transfusions at the scene of a trauma. However, administering refrigerated fluids intravenously lowers body temperature, and patients can become very cold. This causes major problems, including with blood clotting, so is a critical factor in managing bleeding patients.

In the early stages of the project, a research team, led by CareFlight

specialist Dr Andrew Weatherall, confirmed the benefits of blood warming in emergency transfusions. The team then tested different devices which can be used to rapidly warm blood during the procedure.

The ground-breaking research paves the way for improved patient outcomes in the pre-hospital environment, not only for CareFlight, but also for the wider medical community.

This study, partially funded by the United States based Medevac Foundation, was conducted in partnership with the cardiac anaesthesia services and blood bank at The Children's Hospital at Westmead.

Education

Specialist training

Over the year, CareFlight trained 32 registrars from all over Australia and overseas.

Registrars applying for positions with CareFlight already have years of experience working as doctors in hospital emergency and intensive care units. When they join CareFlight, they undergo comprehensive further training, including the Pre-hospital Trauma Course (PHTC). The training teaches these doctors how to apply their existing knowledge, skills and experience in the pre-hospital and inter-hospital environments where they are called upon to be much more self-reliant. Once they have completed their training, they work from bases in Sydney, Darwin and Broome, caring for patients at accident scenes and on helicopters, turbo-prop aircraft, med-jets and road ambulances.

The CareFlight PHTC is widely recognised as being at the forefront of emergency aeromedical retrieval training programs. For their time at CareFlight, the registrars are accredited with up to six months training by the Critical Care Colleges of Emergency Medicine, Anaesthesia or Intensive Care.

Nurses and paramedics who work with us are also required to complete the comprehensive CareFlight induction training.

CareFlight MediSim

As part of our commitment to safety and quality, we run a number of



MediSim training at Jabiru, NT (left) and at Bunbury, WA (right).



Firefighter puts CareFlight trauma care training into practice

A Northern Territory firefighter of 13 years, Bunny Fountain is acutely aware of the challenges faced by first responders in remote and regional parts of Australia.

Bunny is captain of the Pine Creek Fire and Emergency Response Group (FERG). The volunteer group looks after an area spanning hundreds of kilometres towards Katherine in the south, Darwin in the north and Kakadu National Park in the east.

With two major highways at his doorstep, motor vehicle crashes are a common sight for the seasoned firefighter. The volunteers are usually

all the things you need to know when attending a real emergency incident," Bunny said.

The firefighter said the training not only broadened his skills, but also gave him the confidence to 'jump right in' when he suddenly found himself looking after five people who were seriously injured in a rollover on the Stuart Highway, just outside Pine Creek.

"When we arrived at the scene, it was overwhelming. The medical staff on scene were already busy with a critical patient, so we first responders were responsible for triage and first aid. In the 13 years I've been involved

"We learned about triage, resuscitation and patient care – all the things you need to know when attending a real emergency incident."

first on scene, with professional medical help often more than half an hour away.

Bunny and members of his team recently attended CareFlight's MediSim trauma care workshop.

"We learned about triage, resuscitation and patient care –

with the FERG unit, I've never had to do hands-on first aid or triage. Everything just fell into place, thanks to our CareFlight MediSim training."

CareFlight's Top End rescue helicopter, with a flight doctor and nurse team on board, airlifted a woman and her baby daughter from the crash site to Royal Darwin Hospital.



Bunny, far right, at a MediSim workshop.

comprehensive training programs in the spirit of developing and sharing life-saving skills and knowledge. The CareFlight MediSim program takes trauma care training to rural, regional and remote first responders around Australia.

In remote areas, first responders are usually the first to arrive at the scene of an accident. These may be full-time professionals such as police officers, fire fighters or park rangers, or they may be volunteers from state emergency services, fire services or ambulance services. What they do in the first minutes or hours before professional medical help arrives can be the difference between life and death.

The MediSim program gives first responders, often already trained in basic or advanced first aid, additional skills, knowledge and confidence to treat trauma patients. The workshops are delivered by specialist doctors, nurses and paramedics who deal with trauma on a regular basis. Participants receive practical trauma training in life-like scenarios, utilising custom-made simulation equipment.

This year, more than 40 educators travelled thousands of kilometres to deliver 70 high quality, simulation based workshops to 956 first responders. We thank all those first responders who attended the workshops and are helping save lives in their communities.

We also thank TIO, Territory Generation and Origin Energy, whose support made it possible for CareFlight to offer the MediSim workshops around the country, at no cost to participants.

CareFlight MediSim's reputation for quality, innovative training continues to grow along with demand for this unique, internationally award-winning program which has a direct social impact on communities across Australia.

Sick Kids in the Bush training

This year, CareFlight's Top End education team developed a clinical training program designed specifically to help sick and injured children in rural and remote communities.

CareFlight educators met with locally based health practitioners in the Top End to discuss paediatric clinical cases, update clinical practices in assessing and treating unwell children, and practise their teamwork in caring for sick and injured children through clinical simulation activities.

Following the success of the Sick Kids in the Bush training program in the Top End, CareFlight will be taking the program to Kangaroo Island, along with the trauma care workshops, in the new year.

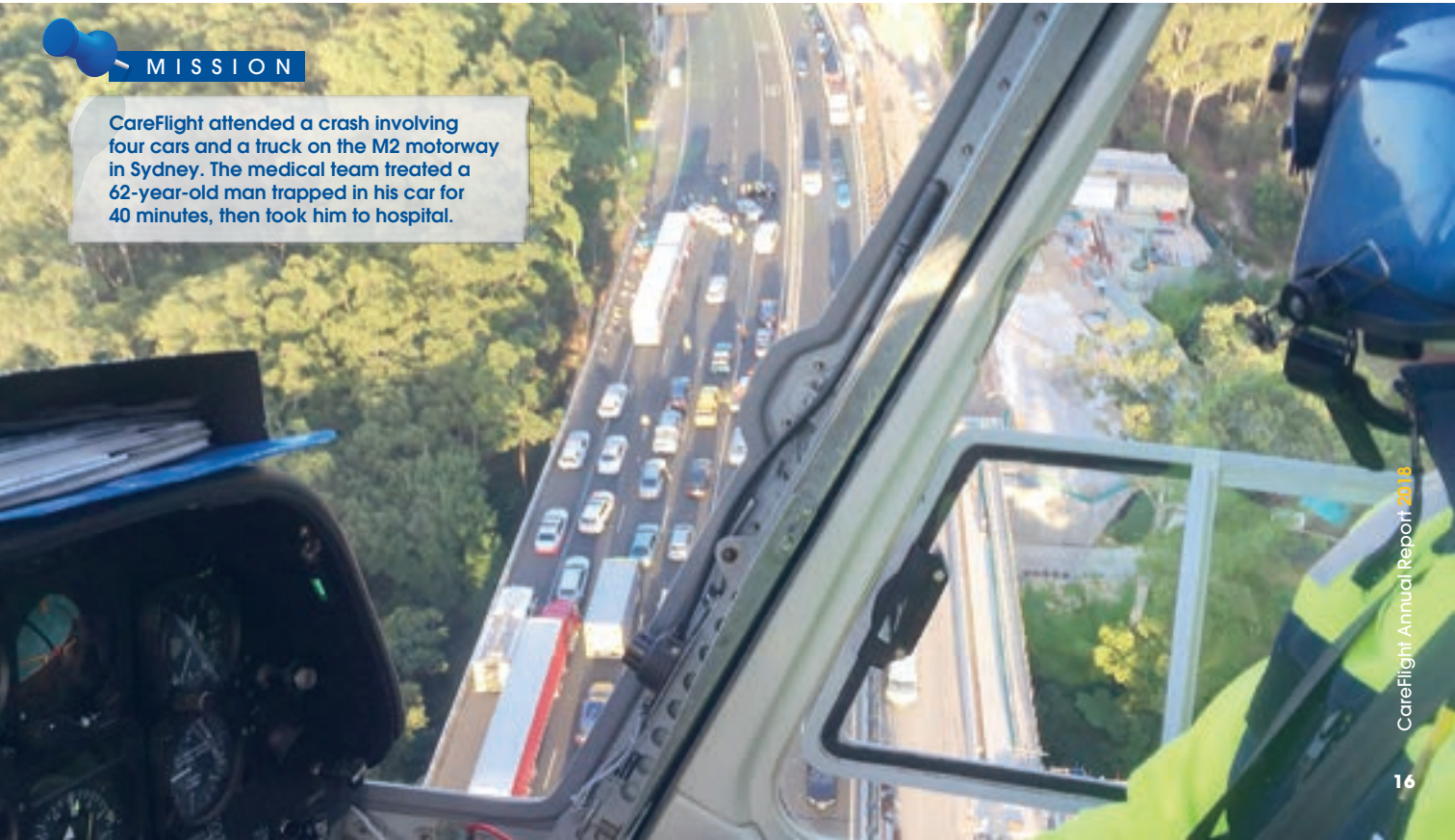
Above right: CareFlight conducted Sick Kids in the Bush training in Katherine, NT. Participants, including paramedics, Aboriginal Health practitioners and remote area nurses, came from as far away as Lajamanu and Kalkarinji.



We thank all those first responders who participated in CareFlight's MediSim trauma care training and are helping save lives in their communities.

MISSION

CareFlight attended a crash involving four cars and a truck on the M2 motorway in Sydney. The medical team treated a 62-year-old man trapped in his car for 40 minutes, then took him to hospital.



People and culture

Encouraging teamwork and respect

Staff survey

In November 2017, CareFlight conducted our third staff survey, the previous two being undertaken in 2013 and 2015 respectively.

Responses were grouped according to division - Medical, Aviation, Engineering, International, Management, HQ Administration and NT Administration - to enable comparisons with previous survey results and to highlight issues in particular areas.

The survey covered a range of topics, namely:

- engagement
- management and leadership
- customers and stakeholders
- work and career
- policies and systems
- HR practices
- vision and objectives
- valuing people/culture
- brand (organisation and employer)

We were pleased to note that staff engagement levels are healthy right across the organisation, with overall scores significantly better than they were in the 2013 and 2015 surveys. This reflects the benefit of the investment we have made in improving our human resources capability and running a number of targeted management training programs.

New Human Resource Information System (HRIS)

In the first quarter of 2018, CareFlight's human resources division configured and implemented two new cloud-based information systems to streamline standard HR processes in accordance with best practice.

The first system, 'BigRedSky', provides a recruitment and selection solution, changing CareFlight's careers page into a fully integrated job board. The system streamlines and automates recruitment processes. BigRedSky

integrates with the second human resources system - HRonboard.

HRonboard automates workflow processes associated with on-boarding (bringing in new recruits), cross-boarding (employee role changes) and off-boarding (exiting employees). The progressive roll out of the system has transformed the human resources team's processes and allows new and current employees to electronically review, accept and complete employment related documentation on line.

Recruitment for the new Patient Transport Service (PTS) contract

Recruitment for CareFlight's new PTS service commenced in late December, ready for an April start. We received approximately 500 applications, interviewed more than 100 applicants across six metro and regional NSW locations, and hired around 60 new recruits for operational and key management roles.



seven years she has taken part in Sydney's City2Surf, raising significant funds to help keep our helicopters in the air.

has been an inspiration to work harder every day."

One of the great joys of Bernadette's job is taking donations over the phone. She says it reminds her how many generous people there are out there who care about the welfare of others.

Bernadette makes her own important contribution to CareFlight and the community, over and above her work commitments. Every year for the past

TEAM MEMBER

Bernadette Rubio-Pascual - Donor Care Team Manager

Bernadette used to be a DJ at an online radio station. Now Donor Care Team Manager, she has been at CareFlight for 11 years. She manages the CareFlight fundraising database and team of database users.

"It has been an amazing work journey with CareFlight," says Bernadette. "It has a friendly atmosphere, and people, no matter which department, will always look after one another. CareFlight is a second home to me. And my team

MISSION

Zerena suffers life-threatening allergic reaction

What was supposed to be a great morning on the water quickly turned into a nightmare for Zerena Di-Prima when she suffered a severe allergic reaction to a fly bite.

Zerena and husband Allan were fishing at Leaders Creek near Darwin when she was bitten. Her toe started hurting and suddenly her body was covered in red welts and hives.

"When my lips began to tingle it was time to go. As Allan sped towards the ramp, my eyesight faded to black. Then I passed out."

Unable to reach the ramp by boat at low tide, Allan heroically carried his

wife through the crocodile-infested river to land.

CareFlight's Top End rescue helicopter flew to the scene, with a doctor and a nurse on board.

"The crew was so great," Zerena said. "Together with the ambulance team, they carried me through the bush to the chopper. And after dropping me off in hospital they made sure I was given a bed straight away and looked after."

Zerena remained in hospital overnight after experiencing breathing problems and being diagnosed with a severe anaphylactic reaction.



Zerena made a full recovery.

Now she has to carry an EpiPen at all times and try to avoid marsh flies.

"It's kind of silly to think of all the deadly creatures we go fishing with, it was a marsh fly that nearly got me," Zerena said.



MISSION

The CareFlight rapid response helicopter was called to a construction site where a 19-year-old man suffered serious head injuries when a wall collapsed on him. CareFlight's critical care team treated the man at the scene, placing him in an induced coma before taking him to hospital.

Brand and reputation

Earning community trust and support for our cause

CareFlight ranked one of Australia's top trusted charities

The Australian community placed a huge vote of confidence in CareFlight in the annual Australian Charity Reputation Ranking survey.

The survey compares Australia's 40 largest charities. The results, released at the end of 2017, ranked CareFlight third overall.

The score is based on a range of criteria such as services, innovation, workplace, citizenship, governance, leadership and cost management.

More than 7,000 people were interviewed nationally by research consultants AMR and the Reputation Institute.

The poll is not only a welcome acknowledgement for our frontline medical and aviation staff, but, more importantly, it shows the value and trust the community places in CareFlight's vital patient care and emergency services.

We are very grateful to our wonderful community of supporters Australia-wide, who work so hard to raise awareness of and funding for CareFlight. It's thanks to your support for more than 30 years that CareFlight is able to save lives, speed patient recovery and serve the community.

Resourcing for the future

Historically, CareFlight has had the benefit of high visibility in the traditional media – newspapers, radio and television. This was primarily due to two factors: the public interest in helicopter emergency medical



services and the journalistic skills of Ian Badham, one of CareFlight's founders and also a long serving Chief Executive. In fact, it is true to say that Ian almost single-handedly built the CareFlight brand via his skilful and energetic use of the traditional media.

In more recent times, while our media team continues to use the traditional media to promote CareFlight and our services, the focus of our brand promotion has shifted to social media channels, video content and our website. Ultimately, these efforts are directed at increasing our brand visibility and brand appeal to existing and prospective donors.

Fundraising

CareFlight bears

Our CareFlight bear family grew again this year as we welcomed Farmer Blake with his pet dog Bo, Bride and Groom Zoe and Bruce, and Police Officer Pat with his canine companion Butch.

Direct mail campaigns

Our direct mail campaigns raised \$1.5 million for CareFlight this financial year.

- Tax Campaign 2017 featured CareFlight nurse Paul Campbell, drawn to nursing by his desire to help children.

TEAM MEMBER

Rhys de Wit – Logistics Coordinator

As a logistics coordinator, Rhys plans and organises all aspects of CareFlight missions, from initial tasking to delivery of the patient to hospital. His role is to ensure a safe and seamless operation.

"I take phone calls to determine and prioritise the most appropriate aviation asset and, in consultation with a medical retrieval consultant, crew for a mission.

"I love that we work as a team to complete a mission, especially the very complicated cases. One single

variable can change the whole dynamic of a job entirely, but it is the challenge I love the most!

"Every time a crew comes back from a mammoth job or a very complicated case, it is pretty inspiring. Knowing you had something to contribute to a patient receiving vital care is a good feeling.

"The fixed wing pilots are my heroes. They are crazy good at what they do and not all pilots out there have the courage to conduct black hole



approaches into rugged destinations during bad weather."

As a pilot in training, Rhys can't wait to fly a King Air on CareFlight aeromedical missions in the future.

- August Campaign 2017 explained the crucial role CareFlight MediSim plays in training first responders, and how the training helped Chelsea Thomas respond after a car rollover.
- Christmas Campaign 2017, our most successful Christmas campaign ever, raised half a million dollars. The campaign featured CareFlight emergency specialist Dr Adam Sroor who has dedicated his life to saving others.
- February Campaign 2018 told the story of two-year old Lily who was pulled lifeless from the river, and resuscitated by CareFlight.

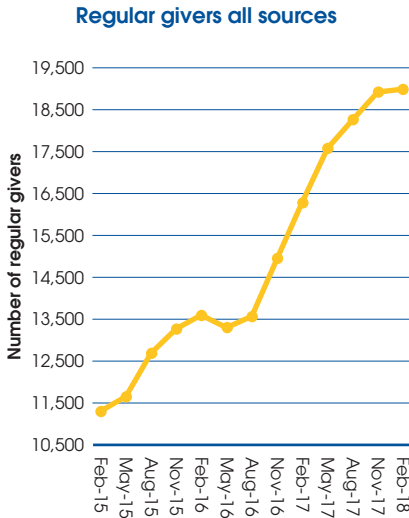
Regular giving

The past year has seen continued strong growth of our regular giving program. We now have more than 19,000 regular givers.

Sponsorship

As a charity, CareFlight relies on community and corporate support to deliver on our mission to save lives, speed recovery and serve the community. This year:

- CareFlight welcomed a new partnership with Territory Generation. The sponsorship delivers \$250,000



Territory Generation representatives visit the CareFlight team at the Darwin base.





Flight nurses Jayne Sheppard and Paul Campbell with the new ventilator and monitor.

Supporters fund life-saving medical equipment

CareFlight doctors and nurses rely on specialist medical equipment to help them diagnose and care for critically ill or injured patients within the challenging pre-hospital setting. Much of CareFlight's essential medical equipment is funded by grants from philanthropic Trusts and Foundations, clubs and donations from supporters.

This funding recently allowed CareFlight to incorporate the latest and lightest patient monitors and ventilators into our operations. The monitoring technology enables transmission of critical patient data, such as electrocardiograms. This data not only guides CareFlight's teams in the field, but also better prepares the receiving hospital for the patient's arrival – ensuring optimal patient care both during and after retrieval.

The new ventilators can be used on neonatal and paediatric patients, unlike older models which could not provide ventilation at low enough tidal volumes.

Dr Alan Garner, CareFlight critical care specialist, said, "The new ventilators are going to deliver world's best practice ventilation for neonates and small children in the pre-hospital setting."

a year for three years and will help secure the future of CareFlight's Top End rescue helicopter. The long-range AW139 has the size, speed and endurance to meet the considerable challenges of the Northern Territory's vast distances and tough terrain.

- Territory Insurance Office (TIO) renewed their \$50,000 per year sponsorship of the Northern Territory MediSim program.

We thank Territory Generation and TIO along with all our other generous business supporters in the local and wider community who took part as Gold, Silver and Bronze supporters.

Bequest

We remember and thank our kind Bequest Commanders whose generous legacies support our work. Our sincere condolences to families and friends of those who have passed away, leaving the gift of life.



Bequest Commander Mick Zawodzinski visited our base and met pilot John Hoad, a founding member of CareFlight.

A TIO sponsored MediSim workshop in the NT.



Trusts and Foundations

We thank the following for their invaluable support this year:

- The JB Bedwell Endowment
- The Barbara Sherwood Legacy
- The Profield Foundation
- City of Parramatta Council
- Aurizon Community Giving Fund
- Pierce Armstrong Foundation
- Cecilia Kilkeary Foundation
- Honda Foundation
- Corio Foundation
- Perpetual Trustees
- Marian & E H Flack Trust
- Cecilia Kilkeary Foundation
- Collier Charitable Foundation

Club grants

We are grateful to Mounties for renewing their annual \$100,000 sponsorship of the CareFlight rapid response helicopter for the next three years. Mounties, who have been long term supporters of CareFlight, will celebrate their 50th anniversary this year.

We also thank the following for their generous grants:

- Club Condell Park (Bankstown)
- Bargo Sports Club (Canterbury)
- Dooleys Lidcombe Catholic Club (Cumberland)
- Doyalson Wyee RSL
- Munmorah United Bowling Club
- Wyong Rugby Leagues Club
- Ryde Eastwood Leagues Club (Ryde)
- Lithgow Workies City Tattersalls Club
- Bowlers Cub of NSW (City of Sydney)
- Toukley RSL

MISSION

Back in Tassie after overseas tragedy



James with his sister Megan and flight nurse Danielle Phillips.

A CareFlight medi-jet team helped tour guide James Thorp get home to Launceston after a tragic car accident in the United States.

James suffered multiple injuries, including serious fractures to both legs, when the van driven by his wife Taylor Neiri crashed and rolled in rural Oregon. Sadly, Taylor did not survive.

James had to make his way back home. With his sister and carer Megan by his side, he was able to take a commercial flight to Melbourne from Los Angeles. But commercial travel was not an option for the last leg of his journey. CareFlight was approached and provided a specialist doctor and flight nurse team to fly him across the Bass Strait.

While James, 35, faces a long and difficult rehabilitation, his friends have rallied around him.

TEAM MEMBER

Captain Stacy Wagman – Jet Pilot

"Ever since I was a little girl, I have wanted to fly. As a pilot, I guess I am as close as I can get!"

Stacy flew aircraft in the Canadian Arctic and Africa before settling in Australia. Now based in the Northern Territory, she is a CareFlight International jet pilot.

"I love that every flight is different and has different challenges. The main challenge is being on call 24 hours a day from home; with two young kids, I need to make sure they are ready to go to a babysitter at any time. I also need to have an idea of the weather around the country and be able to flight plan quickly. This means thinking not only about what we need to make the flight happen, but also what considerations

need to be taken into account with the medical crew and patient.

"I really admire the work the doctors and nurses do. Given the very limited space they have to work in, and the equipment available to them, I am amazed how they handle difficult cases and always appear so calm.

"I love that every flight we do helps get someone to the medical treatment they need. We flew an older gentleman to Perth after he fell ill while traveling around the country. During a fuel stop in Broome I had a great chat with his wife. When we got to Perth she gave me a hug and thanked us for the flight. At that moment I realised that our flights make a difference - not only for the



people who are sick, but their families as well. Not every aviation job can claim that. It's nice to know that your job helps others - it makes going to work really enjoyable.

"Working for CareFlight is like working for a family business where people know your name and care about your happiness. People help each other out when they can, and teamwork is important."

Community Engagement

It was another busy year for our community engagement people. Between them, our Top End and New South Wales teams hosted or attended around 230 base visits, talks and events.



The Deckchair Cinema event, held in Darwin in October, featured the classic dance movie 'Dirty Dancing'.



More than 250 supporters attended CareFlight Open Day 2017 at the Westmead base. Visitors were treated to a behind-the-scenes tour of the rapid response helicopter operations.



The Katherine Triathlon was open to all ages and, as always, proved a great family day.



Our Parramatta Eels partnership continued to thrive, with CareFlight represented at every home game.



The loyal community of Sussex Inlet held their 16th annual Choppers for Charity weekend to raise funds for CareFlight.



Hundreds of cyclists and runners enjoyed a beautiful winter's day out in the Blue Mountains as they competed in the Woodford to Glenbrook Classic 2017. This year's entrants had the choice of the traditional 25 km course or a new five km family fun run.

Community engagement activities are not just about raising funds. They also provide an important opportunity to spread the CareFlight story and meet past patients and their families.



Harmony Day, hosted by 16-year-old Rabia Rasul at our Westmead hangar, drew more than 90 people keen to learn about CareFlight and celebrate Harmony Day.



Darwin Mining Club Golf Day raised \$41,000 for CareFlight - thank you.



More than 300 guests attended the Northern Territory Gala Ball which was held at the Marrara Cricket Grounds. The event was attended by generous supporters from around the Top End.



Wisemans Ferry Citizens and Police Charity Golf Day for CareFlight was again a huge success, raising \$29,000 to keep our doctors flying.

Financial strength

Sustaining our mission and increasing our social impact

How the achievement of our mission is funded varies between different parts of our organisation. Sometimes it is funded by government contracts, sometimes by our donors, sometimes by fee-for-service contracts, sometimes by a mix of these. To the extent that we generate any surpluses

from any of our operations, they are ploughed back into our service to the community.

The rapid growth of the organisation over the last year required significant investment. Bidding for the Patient Transport Service contract, the

Rural Fire Service contract and the Palmerston Regional Hospital road contract (plus other prospects in our business development pipeline) brought with it major up-front costs in terms of management time and resources, and external consultant expenses. Winning those contracts

Consolidated statement of surplus or deficit and other comprehensive income

For the year ended 30 April 2018

	2018	2017
	\$	\$
Revenue	79,948,096	80,149,694
Expenditure		
Operations and administration – costs of personnel	(44,862,003)	(39,288,400)
Direct costs of aero-medical operations	(13,696,453)	(16,084,761)
Costs of fundraising – donations and sponsorship	(3,658,655)	(4,511,217)
Costs of fundraising – merchandising and events	(3,544,350)	(4,007,215)
Depreciation	(5,845,944)	(5,682,134)
Insurance	(598,182)	(680,597)
Support costs	(6,927,019)	(6,505,909)
Net loss on sale of non-current assets	-	(16,140)
Total expenditure before net finance expense	(79,132,606)	(76,776,373)
Surplus before net finance expense	815,490	3,373,321
Finance income	113,607	172,556
Finance expense	(2,293,107)	(2,222,678)
Net finance expense	(2,179,500)	(2,050,122)
Net surplus/(deficit) for the year	(1,364,010)	1,323,199
Other comprehensive income/(loss) items that may be reclassified to surplus or deficit		
Revaluation of investments	78,844	158,552
Revaluation of non-current assets	75,312	(640,533)
Total comprehensive income/(loss) for the year	(1,209,854)	841,218

The above is a summary extracted from the audited consolidated financial statements of CareFlight Limited for the year ended 30 April 2018. This information should be read in conjunction with those financial statements, a copy of which can be found on the CareFlight Limited website at www.careflight.org.

– in particular the Patient Transport Service contract - then generated substantial start-up costs in the form of asset purchases; system changes or refinements; and the recruitment, induction and training of additional staff. By necessity, all these expenses were incurred prior to any revenue

flowing from the delivery of services under these contracts.

Primarily as a result of investing for growth, we ran a deficit of \$1,364,010 this year, compared to a surplus of \$1,323,199 last year. Also contributing to the deficit was a significant

reduction in mission hours in our medi-jet operations, attributable to a combination of more intense competition in the jet air ambulance market and aircraft availability issues. While our medi-jet operations broke even, we had budgeted for a material surplus from this part of our operations.

Consolidated statement of financial position

As at 30 April 2018

	2018	2017
	\$	\$
Current assets		
Cash and cash equivalents	6,765,350	7,844,685
Trade and other receivables	7,452,200	7,635,538
Inventories	721,694	673,506
Investments	2,036,006	1,900,553
Total current assets	16,975,250	18,054,282
Non-current assets		
Property, plant and equipment	56,606,102	49,341,367
Investments	3	2
Total non-current assets	56,606,105	49,341,369
Total assets	73,581,355	67,395,651
Current liabilities		
Trade payables	6,463,514	5,435,547
Income received in advance	5,984,939	6,979,866
Finance lease liabilities	3,198,747	2,261,793
Employee benefits	3,421,112	2,787,956
Total current liabilities	19,068,312	17,465,162
Non-current liabilities		
Finance lease liabilities	33,962,951	28,213,410
Employee benefits	740,879	698,012
Total non-current liabilities	34,703,830	28,911,422
Total liabilities	53,772,142	46,376,584
Net assets	19,809,213	21,019,067
Equity		
Reserves	6,394,657	6,240,501
Retained surplus	13,414,556	14,778,566
Total equity	19,809,213	21,019,067



www.careflight.org

ABN 18 210 132 023

**CareFlight National
Headquarters**

Corner Redbank Road and Barden Street
Northmead NSW 2152

GPO Box 9829
In Your Capital City

Tel: (02) 9843 5100
Fax: (02) 9843 5155
Email: info@careflight.org

**CareFlight International
Air Ambulance**

24/7 Emergency Tasking Tel: 1300 655 855
Tel: +61 2 9893 7683
Fax: +61 2 9689 2744
Email: international@careflight.org

Certification and Accreditation

Aviation	Air Operator's Certificate CASA		Certificate of Approval CASA			
	Australian College for Emergency Medicine		Australian & New Zealand College of Anaesthetists			
	Certified System ISO 9001 Quality		Certified System NSQHS Healthcare			
	CAR217 CASA		Australian Skills Quality Authority RTO			
Medical			Australian College of Rural & Remote Medicine		European Aeromedical Institute	
					College of Intensive Care Medicine	
Mgt Systems			Certified System Health & Safety AS4801 Safety		Certified System Environment ISO14001 Environment	
					Royal Australian College of General Practitioners	