

CareFlight

Annual Report 2019



Help support us @ careflight.org

Our Vision:
To be the most
advanced integrated
aeromedical service
trusted by all
Australians.

Our Mission:
To save lives, speed
recovery and serve
the community.



Cared for
6,540
Australians
this year.

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CareFlight recognises and respects Indigenous Australians as the Traditional Owners of these lands. In the spirit of reconciliation, we acknowledge and pay respects to the Traditional Owners and Elders – both past and present – of all the lands on which CareFlight operates.

A 42-year-old driver was airlifted to hospital in a stable condition after his truck collided with another truck on the motorway.

Chairman and CEO report

Our mission and ethos

CareFlight’s mission is to save lives, speed recovery and serve the community. We operate in very complex environments, from built-up urban locations to extremely remote and inaccessible locations. Across this spectrum of operations, CareFlight delivers the best hope for life-saving support to the people we assist.

Every decision and action we take is focussed on achieving our mission, whether it is getting the medical team to the patient as quickly as possible to commence treatment and save lives; transporting patients to the most appropriate hospital for their continued care; or upskilling first responders in communities to better equip them to manage medical emergencies.

Despite the diverse and complex services we provide, we are very much a patient-centric organisation. Not only are our doctors, nurses, aircrew and engineers highly qualified and trained, they bring the CareFlight ethos of quality and care to every patient.

Strategic focus

The framework CareFlight uses to guide the organisation and deliver our social purpose is our Strategic Plan. This provides us with the framework required to continually measure and evaluate our activities.

Growth and sustainability

CareFlight has experienced significant growth in recent years so the focus during the second half of the 2019

financial year was on consolidating our new contracts to ensure we deliver on our service commitments while also expanding the team to enhance our organisational capacity.

Significant effort and investment went into commencing our new contracts – Patient Transport Service (PTS), Rural Fire Service (RFS) and Palmerston Interhospital Road Transport Service (PIRTS) – and in creating greater depth across each of our critical teams required to deliver these services.

Our growth also ensures CareFlight can retain the critical mass we need to sustainably deliver our social purpose.

Diversification

CareFlight continues to focus on increasing diversification across our revenue streams. It is important to note that this diversification always leverages our core skills and organisational strengths. A comprehensive assessment is conducted on all emerging opportunities to ensure alignment with our strengths. Diversification ensures we are removing any single points of threat to the organisation’s long-term sustainability.

Depth

One of the key areas addressed this financial year was operational depth and capacity building. We have invested a significant amount in ensuring we have depth for succession planning and sufficient staffing levels to ensure key staff can take leave and undergo training without impacting the delivery of daily operations. Additional resources also mean we can meet organisational requirements and continue to invest time in innovation projects and tender submissions.

Safety and quality

We approach every aspect of our service delivery with a safety and quality mindset.

As an organisation we review and address all workplace safety incidents and we remain well below the level of incidents experienced by similar organisations. The number of patients we support has grown to 6,540 patients, the



Left: Andrew Refshauge, Chairman. Right: Mick Frewen, Chief Executive Officer.

Certification and Accreditation

Aviation	Air Operator's Certificate CASA	Certificate of Approval CASA				
Medical	Australian College for Emergency Medicine	Australian & New Zealand College of Anaesthetists	Australian College of Rural & Remote Medicine	European Aeromedical Institute	College of Intensive Care Medicine	Royal Australian College of General Practitioners
Mgt Systems	Quality ISO 9001 SAI GLOBAL	HSMS SAI GLOBAL	Health & Safety AS 4801 SAI GLOBAL	Environment ISO 14001 SAI GLOBAL		
Training	CAR217 CASA	Australian Skills Quality Authority RTO				

number of aircraft to 17 and air hours flown to just under 11,000 for the year.

Brand and reputation

We are very proud to see the results of the annual Australian Charity Reputation Index survey, which ranks Australia’s 40 largest charities by reputation. The result ranked CareFlight second overall and was an improvement across the year from our already excellent third place standing last year.

Financial strength

Given the significant investment we made this year in building staffing depth and capacity, it is even more pleasing to report that we have been able to achieve a surplus of \$2,542,093, compared to the 2018 deficit of \$1,364,010. This exceptional performance is a validation of all the hard work from across the CareFlight team and of their commitment to CareFlight’s long-term strength.

This surplus will be reinvested into enabling CareFlight to deliver our social purpose, including upgrading our helicopter fleet, growing our cash reserves, and ensuring that we continue to innovate and lead the industry in aeromedical response.

Board of Directors

Dr Andrew Refshauge MBBS, FAICD Independent Non-Executive Director	Patricia Angus PSM, MTH Independent Non-Executive Director	Garry Dinnie BCom, FCA FAICD, MIIA (Aust), FAIM Independent Non-Executive Director	Ian Vanderbeek BBus, MAICD Independent Non-Executive Director
Mick Frewen BA, MMgt, GAICD CEO, Executive Director	Dr Nicholas Coatsworth MBBS (Hons), MintPH, FRACP Independent Non-Executive Director	Anna Guillan AM, MBA Independent Non-Executive Director	Peter Quayle BCom, FCPA Company Secretary



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. To our donors, we deliver a return on investment that goes not to their pockets, but to their hearts.

We thank all the members 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

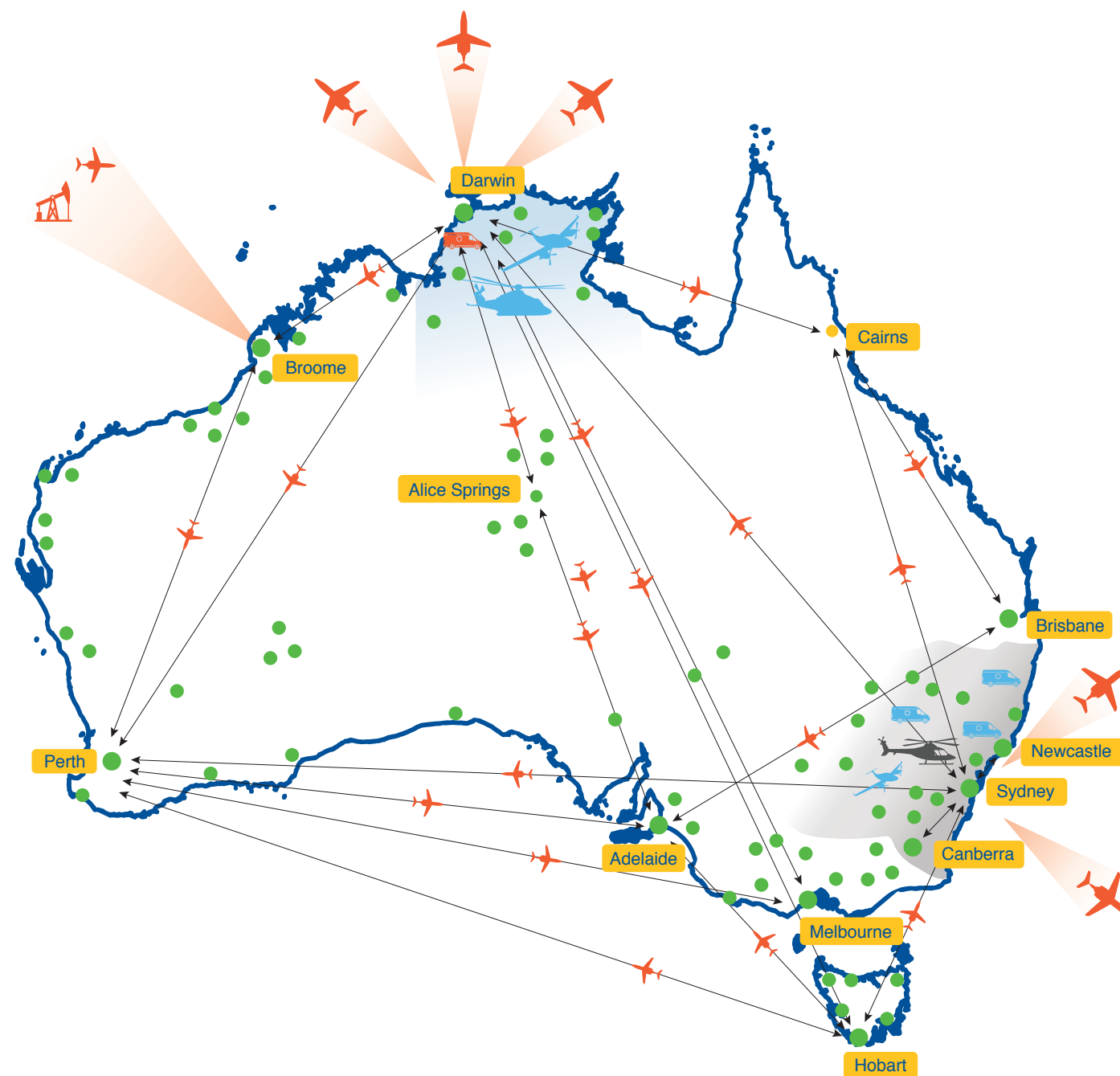
members, and the importance of the contribution that each one makes to the whole.

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.

Hon. Dr Andrew Refshauge, Chairman

Mick Frewen, CEO

CareFlight operations at a glance



Growth and financial sustainability



The CareFlight Rapid Response Helicopter crew land on the Princes Highway to treat a cyclist in his 30s who suffered serious injuries when he fell from his bike.

Our services:

We respond in the air and on the ground, across urban, regional, remote and international areas to deliver these core services:

- Retrieving seriously ill and injured patients from outback NT using the Top End Rescue Helicopter and turbo prop aircraft
- Responding rapidly in urban environments in the Rapid Response Helicopter with a doctor and intensive care paramedic to perform life-saving treatments
- Flying and maintaining Rural Fire Service helicopters to assist specialist fire fighters in bushfire access, intelligence gathering and fire ground mapping across NSW
- Providing MediSim Trauma Care Workshops for first responders across Australia at no cost to participants
- Providing pre-hospital trauma workshops and specific education courses around Australia such as Sick and Injured Kids in the Bush – clinical training for remote health workers in treating critically ill babies and children
- Providing critical and emergency care trained doctors to NSW Ambulance, including fixed and rotary wing operations pursuant to the Medical Services Agreement
- Transferring patients in regional areas for specialist treatment in major hospitals using air and road transport vehicles
- Retrieving sick and injured workers from offshore oil and gas facilities.

The additional financial resources CareFlight, as a not-for-profit, can raise from fundraising, sponsorships, partnerships and fee-for-service agreements are strategically directed into growing the charity's social impact. The returns we generate help fund aviation costs, trauma care training for Australia's first responders and infant and child specific training for remote health professionals.

This is our social purpose – the reason we operate – so we keep this front and centre when deciding whether to submit a tender or enter an agreement.

CareFlight Rapid Response Helicopter service

The last year saw CareFlight's Rapid Response Helicopter (CRRH) service become the modern evolution of the foundation helicopter rescue service established back in 1986. Today, the service aims to have a specialist clinical team on scene with a patient as quickly as possible by launching the helicopter in minutes and reaching the major proportion of the population of Sydney to deliver a life-saving intervention as quickly as possible.

Critically, this year we saw significant government funding through NSW Health, securing the service's viability for

another five years. The significant investment by NSW Health demonstrates recognition of the service's value.

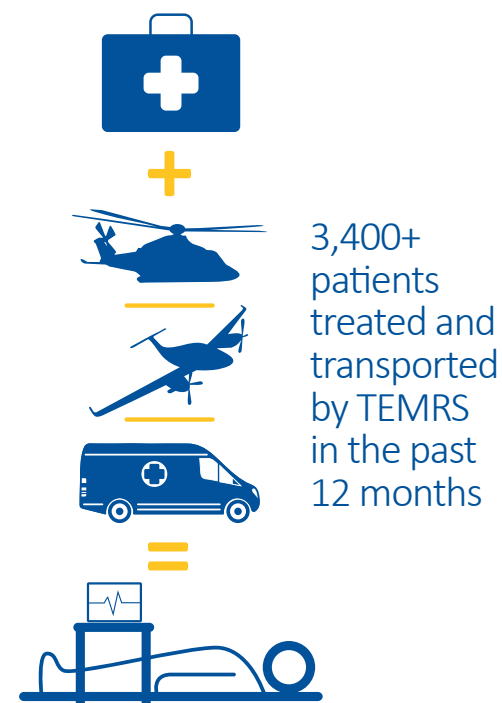
We launched a project to determine the optimal aircraft for future operations. The process underway will evaluate a new, modern helicopter with enhanced technology for the CRRH service.

In the last financial year, the service treated and transported 202 patients.

Top End Medical Retrieval Service

The Top End Medical Retrieval Service (TEMRS) is operated by CareFlight for the Northern Territory Government. Our long-term contract with the Government commenced in 2011. The fully-integrated service utilises aeroplanes and a medical rescue helicopter to service the Top End of the Territory providing both high and low acuity retrievals and repatriations.

Our service operates 24 hours a day, seven days a week and transports patients from remote communities to care in the three hospitals servicing the Top End – Royal Darwin Hospital, Katherine Hospital and Gove District Hospital.



Meet the team

Dean Blackney – Nurse and midwife

Experienced CareFlight nurse and midwife Dean Blackney co-created and developed our new Sick and Injured Kids in the Bush program. The evidence-based course is designed to share the latest knowledge in managing and stabilising unwell and injured children and babies.

Dean has lived and worked in some of the most remote parts of the Territory for more than 10 years. He has been a Flight Nurse and Midwife at CareFlight for more than five years and is currently rostered on as a Flight Nurse and Midwife on the Top End Medical Retrieval Service as well as an educator for MediSim Trauma Care Workshops and more recently Sick and Injured Kids in the Bush.

"Remote area clinicians and first responders are well trained, but they don't see trauma after trauma like those working in a big hospital. Practicing their skills can mean the difference between life or death in a lot of situations," Dean said.

In his time at CareFlight, he's treated everything from crocodile attacks to box jellyfish stings.

Dean is pictured above with a man who was attacked by a crocodile while collecting traditional food in a waterway near the Palumpa community. The man was airlifted to hospital with multiple bites to his chest and arm and laughed that he should now be called "Crocodile Dundee".

During the financial year, we completed more than 3,400 retrievals. We also undertook some challenging missions that required us to deploy multiple aircraft to speed up the retrieval of patients in very remote locations.

Our medical rescue helicopter crew completed a round trip of more than 1,372 km to rescue a woman who had been injured whilst fishing on a boat near Rimbija Island, the furthest island in the Wessel Islands from mainland Australia. (You can read about this mission from the patient Juanita Phillips, on page 10).

CareFlight is in its eighth year of the contract with the Northern Territory Government. We continually seek to improve our service and explore efficiencies with our stakeholders to provide the best clinical outcome for our

patients. We work alongside our partners in the Territory to collaborate and strengthen best practise and are committed to improving health outcomes for all Territorians.

We have also been working with stakeholders to provide guidance on the requirements for airstrips and airside safety. Safety for our crews, other agencies and patients is paramount, so we will continue to invest in this project.

Education and training

This year we have refreshed our education programs and reinvigorated our internal training schedule. The key focus was to benchmark these internal training programs against what is available in the market with a view to developing a more comprehensive external training offering to generate revenue.

Our highly valued and internationally recognised registrar training program saw us welcome 32 new registrars from around the globe, with trainees in anaesthetics, emergency medicine and intensive care.

With more than 100 clinical staff needing induction courses, recertifications and ongoing training, our small but committed team of educators were busy facilitating training sessions.

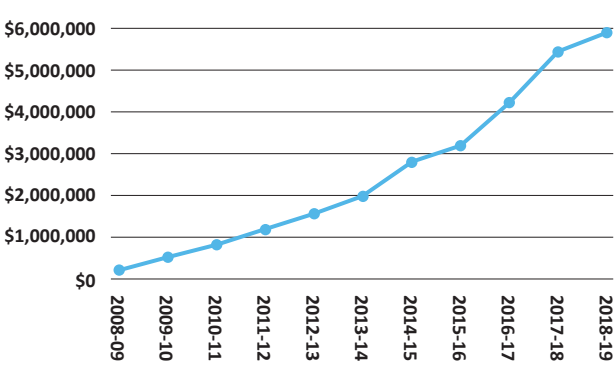
In November we welcomed a new Clinical Nurse Consultant, Geraldine Atkins, to work alongside Justin Treble and Education Director Sam Bendall as educators.

We spent the past 12 months reviewing and building a program of courses to offer to health practitioners, clinicians, nurses and other agencies. We improved and relaunched the Pre-Hospital Trauma Course as a high-quality course for clinicians outside of CareFlight; the CareFlight Aeromedical Retrieval Training (CART) course for people interested in learning more about aeromedical retrieval; and redesigned our Tactical and Hostile Response Emergency Access and Treatment (THREAT) course for release in late 2019.

Fundraising revenue growth

The year-on-year growth generated by CareFlight’s fundraising team continued again this financial year. Donations from all forms of fundraising totalled an impressive \$5.5m net revenue compared to \$4.5m net revenue recorded in the previous financial year. One fundraising stream, regular giving, generated almost \$6m gross revenue for CareFlight. Regular giving is particularly valuable for us, as it provides a steady stream of income which helps us manage our cash reserves. We receive this money from 23,000 monthly Support Crew Members and we extend our gratitude to these donors as well as our cash donors, bear buyers, fundraisers and everyone in the community that continues to support our work.

Regular giving gross revenue



Bruce and Juanita Phillips meet with Flight Nurse Paul Campbell at our Darwin hangar.

Patient story – Juanita Phillips

Crews fly over land and sea in 1,372 km dash to rescue fisherwoman

In February this year Juanita Phillips was fishing offshore in remote Arnhem Land in the Northern Territory – Juanita had no idea that just hours later she would be on her way to hospital.

Just as Juanita was reeling in a mackerel, a bull shark got a hold of it and tugged it in the opposite direction. This caused Juanita’s fishing line to wrap around her hand – leaving her with serious lacerations and bone damage. Her husband immediately called CareFlight.

Just three hours later, CareFlight’s helicopter landed on the beach at Rimbija Island, the furthest island in the Wessel Islands from mainland Australia.

Juanita was loaded into the helicopter, and CareFlight’s Flight Nurse Paul Campbell immediately began treating her hand and administering antibiotics.

One thousand, three hundred and seventy two kilometres later, and Juanita was safely at Royal Darwin Hospital awaiting surgery.

“You know how they say your whole life flashes before your eyes? I had one of those moments, I really honestly had that thought go through my mind that this is it, I’m gone over the side of the boat,” Juanita explained.

The pain and shock caused Juanita to pass out, but her husband Bruce remembers everything.

“She’s my wife, she’s my best friend of 30 odd years, and I was thinking ‘will she be ok, this is a serious injury’. It was just such a relief to know that CareFlight was on the way, you can’t put a price on that,” Bruce said.



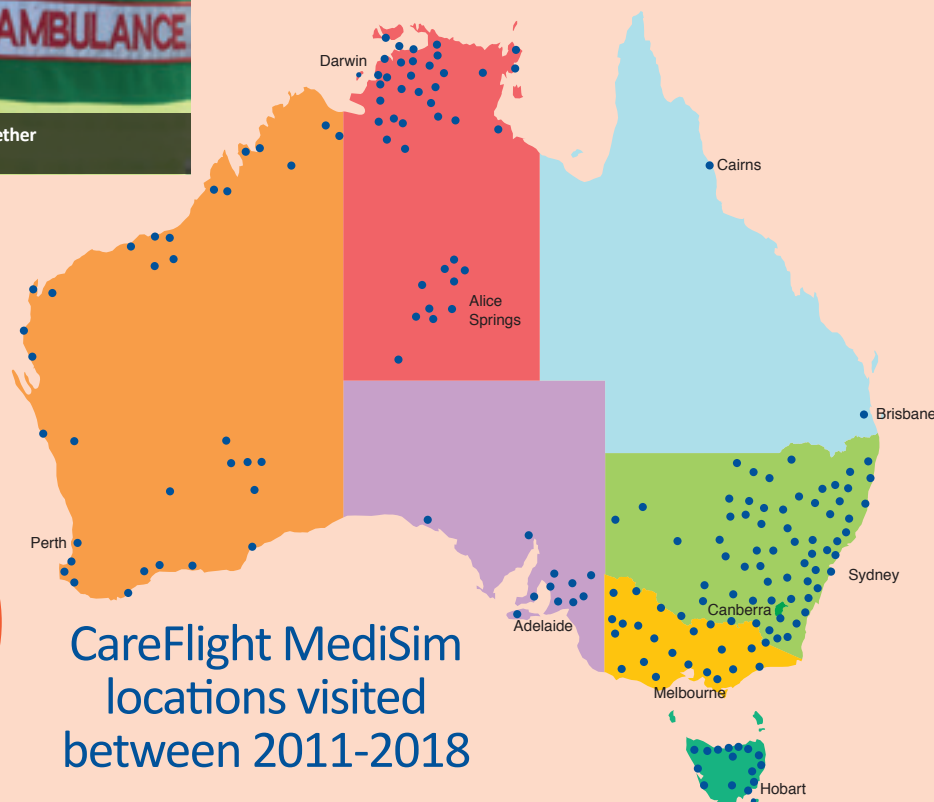
Our crew continually train and test clinical equipment in realistic scenarios.



Ambulance volunteers and first responders work together on Kangaroo Island to extract a trauma "patient".

"We know from feedback that our officers get a lot from this training. CareFlight use high quality and experienced educators who have been through the situations they teach about. A big benefit of the program is that it's mobile and able to go out to our officers, reducing time off requirements."

Mick Willis, Executive Director NT Police



CareFlight MediSim
locations visited
between 2011-2018

331
training
sessions

4,822
responders
trained



Most of the responders and clinic nurses came to the course when we ran it on Bruny Island, Tasmania.

"CareFlight has a proven record of delivering workshops for first responders and achieving very high satisfaction rates. No other organisation is providing practical training of this quality to Australian emergency services."

Mark Gibson, NSW VRA Commissioner

"The training provided is of an exceptional level, it was rewarding both professionally and personally. On one occasion I came away with more advanced skills and knowledge that I was able to put into practise when dealing with patients in an emergency situation."

Sue George, Tasmania Ambulance, Port Sorrell

MediSim

Thanks to our generous corporate sponsors Territory Generation and TIO, as well as community donors and fundraisers, we were able to deliver a record number of workshops. In the last year we delivered 74 Trauma Care Workshops across Australia, training more than 1,000 volunteer first responders, police, parks rangers, nurses, emergency service and rescue volunteers and paramedics.

We also trained 99 clinicians at 12 Sick and Injured Kids in the Bush workshops in the Northern Territory and South Australia. Additionally, we ran sessions in Indigenous communities to help residents in remote regions better prepare for the arrival of CareFlight helicopter or fixed wing medical teams.

Palmerston Inter-hospital Road Transport Service

The Palmerston Inter-hospital Road Transport Service (PIRTS) commenced in August 2018. PIRTS transfers patients that require higher level care from Palmerston Regional Hospital to Royal Darwin Hospital for different procedures and services. The service operates 24 hours a day, seven days a week and provides two patient transport vehicles each crewed by a Patient Transport Officer and Patient Transport Driver. Since this service commenced, we have transported more than 1,700 patients which is on average seven patients a day. The busiest day of the year was in February 2019, when we transported 19 patients in just 24 hours.

CareFlight oil, gas and mining

CareFlight continues to provide a range of aeromedical services to the oil, gas and mining (OGM) sector and has several commercial arrangements in place with leading OGM companies. The range of services being provided in the OGM sector includes dedicated aeromedical jet operations, offshore/onshore paramedical services, specialist doctor tele-diagnostic and telemedicine services, helicopter-borne medevac and search and rescue (SAR) services, as well as round-the-clock clinical coordination and medevac mission management.

In Broome, Western Australia, CareFlight continues to provide 'down the wire' paramedic and winch operators in support of a SAR/medevac S-92 helicopter service. Surplus revenue from CareFlight's OGM operations is used to fund community initiatives that save lives and speed recovery. For example, revenue from these contracts meant our aeromedical jets in Darwin could be modified to accommodate neonatal cribs. This new capability means neo-natal cases can now be transferred from Darwin to other tertiary hospitals in Australia faster without the need to wait for aircraft from inter-state.



Realistic scenarios are integral to our MediSim training programs.



MediSim participants demonstrate the importance of teamwork in scenario simulation training.



Our new General Manager - Northern Territory Philip Roberts.

CareFlight welcomes new General Manager for Top End

In February 2019, we welcomed a new General Manager – Northern Territory (NT), Philip Roberts. Philip takes over the reins from Craig Gibbons, who has taken a newly created role within CareFlight as General Manager - Operations.

Philip will be responsible for leading our team in the Northern Territory and managing CareFlight’s NT Government contract against key performance indicators (TEMRS and PIRTS).

A large part of Philip’s role will be engaging with external stakeholders across government, aviation, health, commercial business and the NT community. Philip will also have responsibilities for identifying new opportunities and advising the CEO and Board on all issues relating to the Territory.

Most recently, Philip was working as a Research Fellow with Indigenous Eye Health (IEH) at the University of Melbourne working to close the vision gap for Indigenous Australians.

Philip previously lived in Darwin for 13 years where his most recent role (in the NT) was General Manager of the Remote Area Health Corps (RAHC) – an organisation that places and supports urban based health professionals to work in remote communities in the Territory.

Prior to RAHC Philip worked in government and economic consulting in the Territory, with a strong focus on Indigenous economic development and infrastructure.

Australian Maritime Safety Authority rescue missions

CareFlight’s agreement with the Australian Maritime Safety Authority (AMSA) saw the Top End Rescue Helicopter tasked 18 times in the financial year. AMSA is responsible for responding to emergency beacon activations in Australia’s region of international rescue responsibility on land and at sea. Beacons are activated for several reasons, but generally to signal for help. The missions ranged from crashed aircraft searches, retrievals of injured and ill people from fishing trawlers, as well as rescues of fishermen from boats that sank. The busiest month for our crews was December 2018 that saw CareFlight respond to four taskings.

People and culture

This financial year we took on more fee-for-service contracts, and as a result we increased our employee numbers to more than 500. We invested in several new roles to manage these contracts and built depth and capacity to support some of our senior roles across CareFlight. We also welcomed a new Head of Human Resources, Sarah Churchill, who joined us in January 2019 to replace Natalie Gallagher, who departed

in November. Sarah brings a wealth of experience in both corporate and not-for-profit organisations, most notably from her recent role at the Royal National Institute of Deaf and Blind Children.

Benefits from our investment in a new Human Resource Information System (HRIS) in 2018 are paying off. We are now more efficient at advertising, recruiting and employing the right candidates to build our capacity, and utilise the human resources team in areas outside recruitment. In the year ahead we will launch a revitalised employee rewards and recognition program, a health and wellbeing program for our frontline staff, and update our induction process for all employees regardless of where they work, or what service they work within.

NSW Patient Transport Service

CareFlight’s Patient Transport Service (PTS) uses road vehicles and turbo-prop aeroplanes to transport patients from regional northern NSW to a tertiary hospital in a major city for advanced care. Aircraft based at Bankstown Airport have pressurised cabins and a mix of stretchers and seats to ensure



Pilot John Hoad landed on this narrow jetty in a caravan park, to retrieve a patient who had suffered multiple seizures.

a high level of patient comfort and safety. Road transport vehicles have also been equipped for patient comfort and safety and are based in Bankstown, Newcastle, Port Macquarie, Coffs Harbour, Tamworth and Armidale.

In the first 12 months, CareFlight successfully transported 1,220 patients. Our booking hub, HelpPoint received 1,933 patient transport requests.



PTS cares for more than 100 patients each month in northern NSW

During the first year of operations, we continued to innovate and improve the service to make it as effective, efficient and productive as possible.

In the year ahead discussions will continue with Healthshare to maximise the benefits of this service for patients and evaluate the benefits of relocating an aircraft to the north in either Port Macquarie or Coffs Harbour.

Thanks to a grant from Newcastle Permanent Charitable Foundation we were able to purchase and fit out a new patient transport vehicle in Newcastle, incorporating an electric Stryker stretcher loading system.

Finally, we moved into a new facility at Bankstown that enabled us to co-locate essential engineering support and frontline flight operations as well as clinical staff.

Contract with US Marine Corps continues

We were pleased to have been selected for the fourth consecutive year by the United States Marine Corps to provide an aeromedical evacuation solution for them during their training activities in Darwin and the Top End of the Northern Territory. This ongoing contract yielded valuable net revenue for CareFlight with the extra funds used to further invest in our social purpose.



Meet the team
Kurt Pride – Aircrew Officer

Kurt joined CareFlight’s Rapid Response Helicopter service in NSW in 2018. He gets up every morning he is on shift with a desire to be airborne, and knowing he is part of a team helping patients in the community.



Once tasked for a mission, the team have about four minutes to be in the air and on their way, so Kurt uses this time and the flight to assist the pilot with navigation and checklists, coordinate landing sites, liaise with police to dispatch transport for their landing, and communicate with other emergency services already on location.

On scene, his role shifts, and he helps the clinical team of paramedic and doctor.

“The best part of my role is feeling like I am part of a great team working together to help patients when they need it most. There is a great team bond and great opportunities for me at CareFlight,” he said.

When Kurt isn’t working, he likes surfing and fishing, or flying fixed wing aircraft.

Diversification and depth

Diversification and depth

This year was about building depth in our teams and resources so we could increase our organisational capacity and deliver our services effectively. We reviewed the structure of roles we have in place to support our new revenue streams. This led to our decision to group the fundraising, marketing and sales functions together and employ a General Manager of Partnerships and Development to oversee these functions.

Another key area for investment in capacity was our aviation department. As our services and operations continue to broaden and grow, we identified that additional resources were necessary to ensure our safety, quality, checking and training requirements for our aircrew exceed requirements. We were pleased to welcome our new Head of Flying Operations, Mark Pengilly (see profile on page 17) and our Deputy Head of Flying Operations, Iain Percival (see profile on page 20). Our previous Head of Flying Operations, Richard Sandford remains at CareFlight as Fleet Manager - Fixed Wing for our flying operations.

Partnerships and development

In February 2019 CareFlight appointed Fraser Allen as General Manager - Partnership and Development.

The new role was created to help us focus more effectively and efficiently on our existing relationships while also looking to the future to secure new, diversified funding streams for CareFlight. Fraser has been leading CareFlight growth initiatives for the past eight years.



A 69-year-old man was airlifted to hospital in a stable condition after he became unconscious while fishing at Melville Island.

CareFlight jets

CareFlight continued to be busy providing aeromedical interstate patient transfers and repatriation of Australians who become ill while travelling nationally or internationally this year.

The three strong jet fleet are complemented by a host of third-party providers, who transport the CareFlight clinical teams during the missions. CareFlight’s major customers for

Reconciliation Action Plan

CareFlight commenced its reconciliation journey with our 2016-2017 Reconciliation Action Plan (RAP). This RAP represented the first step to more formally scope reconciliation and prepare CareFlight to begin the reconciliation process.

We are now in the process of developing the second stage of our RAP to shift to the next level where we innovate and seek to implement

reconciliation. Our RAP working group (RAPWG) has been restructured and now has internal employees from a range of levels and external stakeholder representation. By strengthening CareFlight’s relationships with Aboriginal and Torres Strait Islander peoples and engaging staff and stakeholders in reconciliation we can develop and pilot innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

CareFlight acknowledges that reconciliation is an ongoing journey and collaborative relationships with Aboriginal and Torres Strait Islander peoples, communities, and organisations form the foundation of success. We will continue to seek to build these relationships and benefit from the broader community’s insights to enhance our services and work together to improve health outcomes.



CareFlight crews operating a NSW Rural Fire Service helicopter.

jet operations include commercial companies from the oil, gas and mining industries and state/territorial governments.

One key highlight of the year was the establishment of a new Memorandum of Understanding with Air Affairs Australia. This important agreement means they will provide dedicated aeromedical jet services to support CareFlight patient requirements.

NSW Rural Fire Service

In August 2018, CareFlight commenced a new contract with

the NSW Rural Fire Service (RFS) to assist with preventative bush fire measures including fire bombing and back burning pre-fire season. The three helicopters used for this contract (two BK117 and one AS350) are owned by RFS and are flown by CareFlight pilots and aircrew officers. Maintenance is performed by CareFlight's engineering team. The BK117 helicopters are night vision goggle and winch equipped. The AS350 has night vision capability and can be utilised for intelligence gathering, fire ground mapping and even air attack should this be required. The team and aircraft for this contract are based in Bankstown NSW.

CareFlight welcomes new Head of Flying Operations

In January 2019 Mark Pengilly joined CareFlight as our new Head of Flying Operations to oversee CareFlight's national flight operations for fixed and rotary wing aircraft.

Mark brings more than 27 years of aviation experience to the role and is responsible for the strategic direction of flight operations. Mark began his career as a sworn police officer with South Australia (SA) Police. He has extensive aviation experience in law enforcement, search and rescue, firefighting and aeromedical operations ranging from the cold weather extremes in Tasmania to the tropical weather and mountainous jungle in the Solomon Islands.

Mark has also worked as the Chief Pilot for the Western Australia Police Air Wing; Operations Manager and Search and Rescue Pilot for the Tasmania Police Helicopter Rescue Service;

Chief Pilot for Nautilus Aviation; and Check and Training Pilot for Toll Helicopters.

He has also performed aviation duties for the Lifesaver Rescue Helicopter Service in South Australia and New South Wales, Queensland Fire and Emergency Services, Australian Federal Police, NSW Rural Fire Service, State Emergency Services, as well as search and rescue for the Australian Defence Force and United States Marine Corps.

Mark received the Certificate of Commendation from the Australian National Search and Rescue Council for outstanding and continued involvement in search and rescue.

Mark holds an Air Transport Pilot Licence with Flight Instructor and Flight Examiner Ratings. He has a Diploma of Management and Diploma of Quality Auditing.



Meet the team

Justine Williams – Community Relations Manager

Justine joined CareFlight about two years ago and says it has already been a decision she claims as a career highlight. In her role, Justine develops and maintains relationships with Top End communities, individuals, organisations and agencies that serve and represent Indigenous interests.

“Flying into remote parts of the Territory and meeting with community members, clinic staff and stakeholders is a highlight because we get to have discussions at a non-mission speed (meetings organised as part of a mission are often rushed to ensure the patient is seen and transported quickly). This allows people to bring up specific issues or good news stories. This gives our management team the opportunity to make changes if needed and be on the same page.

“There is a common statement made by clinic staff during these visits: “When we hear the plane or chopper flying over, it brings a sense of relief to us knowing the patient is ever closer to a hospital!” she said.

Justine says she is inspired every day by the work that everyone does at CareFlight.

“One of my greatest challenges would have to be rolling out the Reconciliation Action Plan (RAP) across both Northern and Southern operations and finding the balance on meeting the deliverables across both operations. Generally, when RAPs are rolled out there is a team of people with specific tasks that have a key role in certain aspects of the RAP, however I do have a committee (RAPWG) who provide guidance and support, so I hope to contribute positively to our RAP at CareFlight,” she said.



Zach settling in to his air ambulance transfer to Brisbane for a clinical trial.

Patient story – Zach

CareFlight crews bring joy to our special patients

At just thirteen years old, teenager Zach has seen more than his fair share of hospitals and has grown accustomed to a life of medical treatment. So much so, that Zach is known to the crew at CareFlight as a ‘frequent flyer’.

Zach was diagnosed at only two years of age with Fibrodysplasia ossificans progressive, known as Stone Man syndrome, which is a rare progressive condition affecting only 18 people in Australia.

There is currently no cure, so last year his Mum Laurin enrolled him in a drug trial in Queensland – a plane flight away – meaning more poking and prodding and more nights spent away from home in a hospital bed. This presented a logistical challenge for the team at CareFlight as Zach requires specialist transport to and from the airport, and a charter flight from Sydney to Brisbane.

CareFlight's air ambulance team rose to the challenge to make Zach's regular transfers as fun as possible. The team made it their mission to find interesting and unique modes of transport from Zach's home to the airport and the return leg home, to use as the element of surprise for Zach.

CareFlight's Brendon Vagg said, “After his first transfer he was reluctant to go, so the CareFlight team started coming up with different ways of trying to make the experience bearable. We still talk on a weekly basis – he'll send me a text showing me what he's been up to, or if he's having a bad day. Making his life a little happier makes me happier.” To date the team has organised a VW Kombi van, an army truck and even a fire engine – all in the name of caring for our patients.

Safety, quality and innovation

Safety and quality

CareFlight is an ISO certified safety and quality-led organisation that factors safety every into every aspect of our service delivery. This is driven not only by our duty of care to our employees and patients, but also to meet and exceed the regulatory licence requirements to conduct aviation work.

This year, with our increased tempo and size, we saw total number of hours worked increase significantly compared to previous years.

Audits

During the financial year, our safety team conducted 59 internal audits across all areas of our operations to ensure we are meeting our own high standards of safety and quality. Third party audits were also conducted across our operations. External audits continue to ensure we are assessed against industry standards and against client expectations.

We also added the NSW Patient Transport Service and the Rural Fire Service at our Bankstown site to our quality management system. We attained ongoing certification of ISO9001 (Quality) and supporting surveillance audits for our NSQHSS (Healthcare) accreditation. Recertification audits were also undertaken for AS4801 (Safety) and ISO14001 Environment) with CareFlight receiving another three-year extension to our certification.

Innovation

This year we continued to invest in innovation across the organisation in aviation and critical care. As a patient-focused organisation, we want to get patients to the vital treatment they need as quickly as possible. We know patients have the best chance of recovery if we can reach them quickly and start giving them specialist pre-hospital treatment immediately.

In April, CareFlight became the first civilian aeromedical service in Australia to carry plasma to accident scenes (see patient story on page 21).

Our clinical team gave plasma to 20 patients, significantly increasing their chances of survival and a full recovery from their injuries.

We continued to work with our partners at the Westmead Hospital Blood Bank to ensure plasma was utilised by our crews, or returned to the hospital for use on everyday patients. Blood donors can be assured there is no wastage and every unit of blood donated is helping save lives.

Another technological advance that is having an impact on patient outcomes is warming blood during pre-hospital transfusions. Administering refrigerated fluids intravenously lowers body temperature, and patients can become very cold. This can cause complications such as restricting blood clotting so the ability to warm blood prior to transfusion is a critical factor in managing bleeding patients.

This year, working with the cardiac anaesthesia services blood bank

Meet the team

Iain Percival – Deputy Head of Flying Operations

Iain's role was created as part of the overall organisation restructure to build depth in our teams – particularly in aviation and clinical operations. Iain was appointed to the role in February 2019.



“My role is to assist the Head of Flying Operations manage fixed and rotary wing flying operations by ensuring that our company training and checking strategy is implemented in accordance with the Civil Aviation Safety Authority (CASA) legislation,” Iain said. “Maintaining a consistently high standard of professional flying competency across the company pilot cadre is my objective.”

Iain is also responsible for managing people and their expectations in a constantly evolving environment. “Regulations change, contract requirements change, the commercial environment changes, and CareFlight has to change to remain relevant. Resistance to change is only human, and to be expected, and it is how we deal with those changes that determines the degree of our success.”

Iain said as a recent recruit to the CareFlight team, he has witnessed CareFlight's commitment to our mission to save lives, speed recovery and serve the community. “It isn't just a tagline, it is what we do, as part of our normal business and that is remarkable.”

“I'm impressed with the work ethic of the whole team. A highlight for me was being part of a small team transporting a critically ill newborn from Darwin to Melbourne to receive specialist treatment.”



A 17-year-old boy was airlifted to hospital in a stable condition after he was bitten on the leg by a shark, off Groote Eylandt.



The Rapid Response Helicopter crew transfer a patient into the helicopter for the trip to hospital.

at The Children's Hospital at Westmead, we confirmed the benefits of blood warming in emergency transfusions. The team tested a range of specialist devices, and this year, began using equipment to rapidly warm blood before administering it to the patient.

Looking after our own

Our front-line teams who fly aircraft and treat patients are often tasked to attend traumatic, critical incidents where people have been seriously injured or killed. This can have a significant impact on their emotional and mental health. At CareFlight, our employees and their families can access an external employee assistance scheme that provides confidential, complimentary counselling.

As part of our ongoing commitment to looking after our employees, we held discussions with mental health organisations such as the Black Dog Institute and Beyond Blue to explore further how to provide support for our people when they need it.

Patient story - Aaron Foley

Aaron, the first patient to receive life-saving plasma treatment on scene

Aaron Foley was driving his delivery truck home from work in April 2018 when suddenly, he found himself swerving to avoid a car pile-up. His vehicle's cabin hit the barrier and crumpled, his right arm being pinned to the mangled window metal, and the entire weight of his body hanging from it.

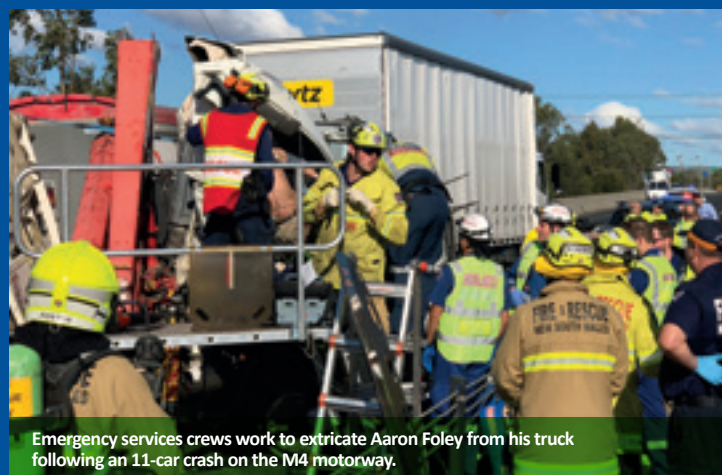
When CareFlight arrived, Aaron was conscious with the metal frame jammed right up into his torso. As the metal was lifted off his arm, there was a real risk he could bleed to death at the scene.

Fortunately for Aaron, CareFlight's specialist clinical team were able to give him a blood transfusion to replace the blood loss, and plasma to assist with clotting. As the only civilian rescue service in Australia to carry blood plasma, the team were able to provide both blood and plasma, and keep him alive during the dangerous procedure extracating him from the wreckage.

Today, Aaron is back at home recovering from the incident that had a big impact on his life.

"I feel like a bit of a guinea pig, but I feel awesome," Aaron said. "I didn't bleed out, so I feel excited and lucky."

Every day CareFlight carries two packages of thawed plasma thanks to a special partnership with the Westmead Hospital Blood Bank.



Emergency services crews work to extricate Aaron Foley from his truck following an 11-car crash on the M4 motorway.



Aaron Foley returned to meet the crew, including critical care paramedic Alex Peters and Dr Paul Hanley, who attended the crash on the M4 motorway.



CareFlight clinical team working with emergency services to free a woman trapped in her car after she collided with an ice cream truck in Hebersham.

Brand and reputation



2018

Annual Australian charity reputation index ranking

Our reputation gets top marks

For the second year in a row, CareFlight has ranked in the top three most reputable charities in Australia – this year climbing one spot from number three in 2017, to number two in 2018. The survey compares Australia's 40 largest charities, ranking them on criteria such as services, innovation, workplace, citizenship, governance, leadership and cost management.

More than 7,500 Australians were interviewed by research consultants AMR and the Reputation Institute. This public acknowledgment of our organisation supports our ongoing

commitment to stewardship of community and corporate funding and reminds us how important it is to continually strive to do better and increase the our social impact.

Northern Territory Administrator, our official Patron of Northern Operations

In October 2018, the Northern Territory Administrator, the Honourable Vicki O'Halloran and her husband Mr Craig O'Halloran, became CareFlight's first official patrons. This important relationship demonstrates our shared goal to improve lives for Territorians and serve the community.

Her Honour, said she's pleased to have the opportunity to support such an important organisation that makes a difference to the lives of so many Territorians.

CareFlight in the media

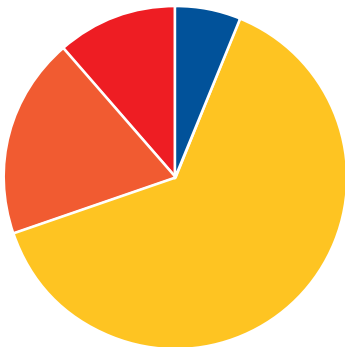
This year we invested in our media, communications and marketing team and were mentioned in 4,777 pieces of external media coverage. This is a 70 percent increase from last year's media coverage performance.



The Honourable Vicki O'Halloran with CareFlight Chairman Andrew Refshauge at the 2018 CareFlight 'Come Fly with Me' Hangar Ball 2018.

CareFlight, like all charities, relies on support from the community and the easiest and most cost-effective way for us to tell our stories is by securing media coverage. Broadcast television is still the most-used form of media; however, we have seen significant growth in online channels as the preferred way people access news and current affairs.

One notable highlight from the year was a segment on ABC Landline titled, *Help from Above*. The episode featured CareFlight, and how we had grown from a single helicopter in Sydney to now play a crucial role in the health system. The ABC programme wrote: "With crews who are 'prepared for anything', its work across remote regions of the Top End regularly mean the difference between life and death." The episode aired in July 2018 and was nominated for a Northern Territory Media award.



Media coverage past 12 months

Total media items 4,777

- Print 6%
- Online 64%
- TV 19%
- Radio 11%

Seven times a charm for cyclist Todd in our annual Woodford to Glenbrook event

CareFlight continues to rely on the generosity of volunteers and event fundraisers. These special people donate their time and energy to raise money in the community to keep our services in the air. We were fortunate to chat to Todd, who has completed more than six cycling events for CareFlight.

"Heading into my seventh Woodford to Glenbrook (W2G), a friend recently asked me what it was that kept me coming back to participate each year.

"After riding for 17 years, every now and then doing club races, it's not very often you come across an event like the W2G. Don't get me wrong, I live for the mental and physical challenges club racing brings, but whether it's the fact people are racing for a great cause or that it's such a well organised day – the W2G is always a great event.

"Spilt into two races – a 25km run or ride and a 5km run, both events follow the Oaks and Bennett Ridge Trails through the Blue Mountains National Park from the town of Woodford down to the Euroka Clearing.

"And that's where the fun begins, with food trucks and some music, it's a great way to celebrate your efforts among other participants," says Todd.



Todd prepares for CareFlight's annual fundraising event in the Blue Mountains, the Woodford to Glenbrook Classic.

Meet the team

Elliana Lawford – Media, Communications and Marketing Coordinator

Elliana, or Elli, started at CareFlight just over a year ago, and is our dedicated Top End media officer.

"I have the pleasure of promoting the life-saving work we do here at CareFlight. Every day is different for me - one day I might be filming the crews carrying out a mission, and the next I might be meeting with a past patient to draft an article for a new campaign. I make videos, take photos, develop media strategies, and ultimately tell our stories," she said.

There are so many great aspects to her job, says Elli. "The people and the variety are great. It's like a big family here at CareFlight and that makes it easy to

come to work every day. I also love that my role varies so much each day – it's challenging and extremely rewarding.

"I'm inspired by my colleagues every day, but I was recently inspired by a mission that took almost 10 hours, involved both the Top End Rescue Helicopter and King Air, and saw the team take hundreds of phone calls and fly 1,600 kilometres with a lot of detailed co-ordination. The team worked extremely hard to ensure that patient got the care he needed – and that was inspiring to see. It was a bonus that there was GoPro footage that allowed me to share the story with media organisations that then broadcast it all over the country," she said.



All in a day's work for Elliana Lawford – camera in hand at all times!



A 46-year-old female tourist was flown to hospital after she fell and injured her arm at Gunlom Falls in Kakadu National Park.

Patient story - Jason and Kia Murray

Father and daughter rescued from a car crash in remote Top End

Jason Murray and his six-year-old daughter Kia were headed out on an overnight camping trip in a remote region of the Northern Territory when they needed CareFlight. Braking suddenly to avoid stray cattle wandering on the road near Douglas Daly, Jason lost control and their car rolled over into a ditch. Kia escaped with minor bruising, but Jason was badly hurt, with head and back injuries.

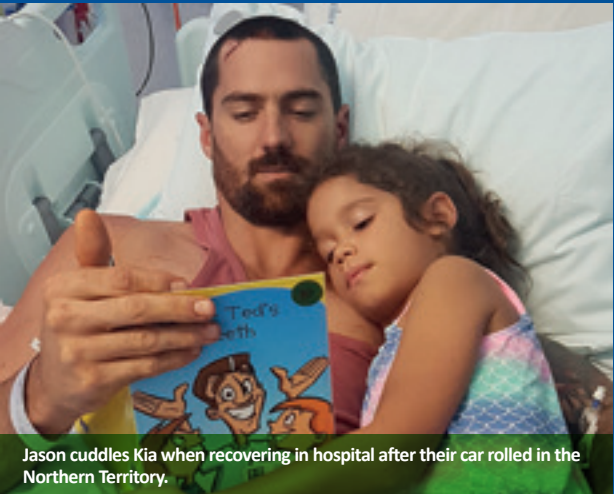
As it was the wet season, it was an agonizing wait for the family until CareFlight could safely send the Top End Rescue Helicopter to retrieve Jason through the stormy conditions and take him safely to hospital for further tests

and treatment. Jason had a fractured thoracic vertebra, scalp wound and compressed disc – all requiring immediate treatment and months of ongoing therapy.

“The accident turned our lives upside down. We’re just so grateful for every day that we have together. Every day you wake up and see them, you feel blessed,” said Jason’s wife Debra. “CareFlight brought my family home. You can’t put a price on that.”



Jason Murray’s car.



Jason cuddles Kia when recovering in hospital after their car rolled in the Northern Territory.

Community engagement

Thanks to our major sponsors

We are incredibly grateful to our major sponsors who play a key part in sustaining our operations. In the Northern Territory, support over the past year from Territory Generation helped keep the CareFlight Top End Rescue Helicopter in operation – TIO’s ongoing support meant MediSim could travel further and wider across the Territory. We also welcomed a new community partnership with Viva Energy who became a sponsor over the past year. Meanwhile, in NSW we were delighted to renew a new three-year sponsorship agreement with Mounties Club Group to support our Rapid Response Helicopter service.

Importantly, CareFlight also acknowledges the contribution made by trusts, foundations and other funders from whom we received grants over the last year. Grants from these community and government partners helped fund:

- vital medical equipment across CareFlight operations
- our trauma care training program for first responders, MediSim
- our paediatric emergency care training program for remote area health workers, Sick and Injured Kids in the Bush.

We are also proud to share we received accreditation with the Australian Public Fundraising Regulatory Association.

We would like to thank:

Allport Bequest
Annie Danks Trust
Aussie Farmers Foundation
Australian Chinese Charity Foundation
Bowlers Club of NSW
Cecilia Kilkeary Foundation
City of Parramatta Council’s Annual Community Grants
City Tattersalls Club
Corio Foundation
Dooleys Lidcombe Catholic Club
Doyalson Wyee RSL Bowling Club
Goulburn Soldiers Club
Goulburn Workers Club
Halekulani Bowling Club
Humpty Dumpty Foundation
Marian and E. H. Flack Trust
Newcastle Permanent Foundation
NT Community Benefit Fund
Parramatta Chamber of Commerce
Perpetual Trustee Company Ltd
Port Macquarie-Hastings Council
Profield Foundation
Ryde Eastwood Leagues Club
Spirit of Tasmania
Sydney Chinese Lions Club

Major partners



Corporate partners



Community partnerships





Brothers John (left) and Phil Townsend have been generously supporting CareFlight since 1993. We thank them for their support.



Guests at the 'Come Fly with Me' Hangar Ball were treated to dancing by the One Mob dance troupe.

Acknowledgement of support

We would like to take this opportunity to specially acknowledge Mrs Eleanor Dunn and the Dunn Family Trust for donations exceeding \$1 million to CareFlight. This money has meant we can continue to keep our helicopters in the air. We celebrated this by presenting Mrs Dunn with a plaque at a meeting with our CEO Mick Frewen.

This year we formally acknowledge two CareFlight Bequest Commanders, John and Phillip Townsend, who have pledged a bequest to CareFlight. It was a pleasure to take Phillip around our Westmead and Bankstown bases.

'Come Fly with Me' Hangar Ball

On Saturday 30 June CareFlight's hangar was transformed into a ballroom awash with fairy lights, ball gowns and champagne for the night, before switching back into operational mode the next morning. CareFlight welcomed the community to its annual fundraising ball at the newly built CareFlight hangar at Darwin International Airport (DIA).

Transporting more than 300 guests back to the big band era of old, the CareFlight 'Come Fly With Me' 2018 Hangar Ball was a night to remember. It was attended by CareFlight NT Patrons Vicki O'Halloran AM, Administrator of the Northern Territory and her husband Craig O'Halloran, NT Health Minister Natasha Fyles, Luke Gosling OAM and Mayor Kon Vatskalis.

The evening featured Welcome to Country by Mark Motlop and the One Mob dancers. Fixed wing and rotary aircraft were on display against the backdrop of the gorgeous Northern Territory night sky. The event raised more than \$180,000 and all funds raised will stay in the Northern Territory. Special thanks to our chief sponsor – Ahrens; platinum sponsors – Viva Energy and DIA; gold sponsor – Bridge Toyota; and Bronze sponsor – Larrakia Development Corporation for helping us make this such a successful event for CareFlight.



This year we undertook around 250 community engagement activities including 65 base visits, 74 community presentations, and attended 111 events in the community.

Although there are too many to mention them all, some of the events we attended were:

- Sussex Inlet Choppers for Charity
- Woodford to Glenbrook Classic
- Kakadu Triathlon
- Darwin and Katherine Shows
- Darwin Christmas Wrap (supported by Coolalinga Shopping Centre and Rotary Darwin/Litchfield/Palmerston)



200+ community activities

65 base visits
74 presentations
111 events



Financial strength

The following is a summary extracted from the audited consolidated financial statements of CareFlight Limited for the year ended 30 April 2019. This information should be read in conjunction with those financial statements, a copy of which can be found on the CareFlight Limited website: www.careflight.org.

Consolidated statement of surplus or deficit and other comprehensive income

	2019 \$	2018 \$
Revenue	94,224,134	79,948,096
Expenditure		
Operations and administration – costs of personnel	(51,818,589)	(44,862,003)
Direct costs of aero-medical operations	(16,886,779)	(13,696,453)
Costs of fundraising – donations and sponsorship	(3,320,297)	(3,658,655)
Costs of fundraising – merchandising and events	(2,635,659)	(3,544,350)
Depreciation	(6,864,259)	(5,845,944)
Insurance	(763,135)	(598,182)
Support costs	(7,370,527)	(6,927,019)
Net loss on sale of non-current assets	-	-
Total expenditure before net finance expense	(89,659,245)	(79,132,606)
Surplus before net finance expense	4,564,889	815,490
Finance income	132,876	113,607
Finance expense	(2,155,672)	(2,293,107)
Net finance expense	(2,022,796)	(2,179,500)
Net surplus/(deficit) for the year	2,542,093	(1,364,010)
Other comprehensive income/(loss) items that may be reclassified to surplus or deficit		
Revaluation of investments	73,058	78,844
Revaluation of non-current assets	863,749	75,312
Total comprehensive income/(loss) for the year	3,478,900	(1,209,854)

Consolidated statement of financial position

	2019 \$	2018 \$
Current assets		
Cash and cash equivalents	10,686,705	6,765,350
Trade and other receivables	9,718,260	7,452,200
Inventories	626,651	721,694
Investments	2,203,860	2,036,006
Total current assets	23,235,476	16,975,250
Non-current assets		
Property, plant and equipment	52,777,638	56,606,102
Investments	-	3
Total non-current assets	52,777,638	56,606,105
Total assets	76,013,114	73,581,355
Current liabilities		
Trade payables	6,773,672	6,463,514
Income received in advance	6,709,574	5,984,939
Finance lease liabilities	3,490,275	3,198,747
Employee benefits	3,841,974	3,421,112
Total current liabilities	20,815,495	19,068,312
Non-current liabilities		
Finance lease liabilities	30,974,849	33,962,951
Employee benefits	934,659	740,879
Total non-current liabilities	31,909,508	34,703,830
Total liabilities	52,725,003	53,772,142
Net assets	23,288,111	19,809,211
Equity		
Reserves	7,331,464	6,394,657
Retained surplus	15,956,647	13,414,554
Total equity	23,288,111	19,809,211



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